

2020 BALTIMORE CITY ANNUAL **EQUITY REPORT**



Office of Equity and Civil Rights

WELCOME

Welcome to Baltimore City's first Annual Equity Report. In September of 2018, Baltimore City Council passed the Equity Assessment Ordinance, which became part of the Baltimore City Code, Article 1 39-1. The Equity Assessment Program is an essential step to building a more equitable city. The ordinance states that all Baltimore City agencies must participate in training on equity and inclusion and produce an equity analysis of each agency's impact. Each agency must develop, adopt, and oversee an Equity Assessment Program led by an appointed Equity Coordinator. The Equity Assessment Program is used to proactively develop policies, practices, and strategic investments to reverse disparity trends, act to eliminate structural and institutional racism and discrimination and implement an equity action plan to incorporate equity principles into City actions, policies, and capital and operating budgets. In addition to individual reports from each City agency, the Equity Assessment Ordinance called for creating an annual City Equity Report. The goal of the Annual Equity Report is to assess the progress towards the Equity Assessment Program's goals and the current scope of its compliance, discuss outcomes from the equity assessments and recommend steps to address these outcomes, and updates on the progress towards eliminating identified disparities. The Annual Equity Report is to educate not only Baltimore city agencies but its residents on what our city is doing and can do to become more equitable as we push for diversity and inclusion.



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WORDS FROM OUR MAYOR

MAYOR YOUNG



"BALTIMORE CITY IS ONE OF THE MOST DIVERSE CITIES IN THIS COUNTRY. I AM HONORED TO SERVE AS ITS MAYOR."

We are proud to present you with Baltimore City's first Annual Equity Report. It is filled with important information, highlights, and data about the work of our City Agencies. Modeled after successful efforts in other communities and modified explicitly to Baltimore City, The Annual Equity Report was created through the completion of Baltimore City's Advancing Equity Agency Self-Assessment by individual agency Equity Coordinators/teams. Within City Government, we are actively working to advance equity within our programs, services, policies, and procedures. We are dedicated to improving diversity, equity, and inclusion efforts internally to improve the recruitment, hiring, and retention of individuals from the various diverse communities across Baltimore City. As our society changes and evolves, the demand for equity and fairness becomes increasingly evident and we are collectively working to identify challenges, increase the transparency of operations, monitor funding allocations, track outcomes and results, promote accountability, and seek new opportunities to collaborate. The result of these efforts is a renewed challenge to take action to remedy inequality and injustice.

This year and going forward, City leadership has been focused on evaluating equity within our agencies, programs, and services provided to the public. For this reason, on January 15, 2020, I expanded the mission of the Office of Civil Rights and Wage Enforcement to include the purpose of "Equity." The office was renamed, and it is now the Office of Equity and Civil Rights (OECR).

This new name is more than words on paper. It represents the Baltimore City government's commitment to the residents of Baltimore to remediate barriers that impede diversity, equity, and inclusion. In accordance with Article 1 Subtitle 39 of the Baltimore City Code (The Equity Assistance Program), the City has focused on prioritizing data collection and analysis, along with improving outreach efforts to historically underserved and overburdened communities. Several examples of these actions are included in the City Highlights section of this report.

We recognize that part of our strength comes from our rich tapestry of communities that make up this great city. We will work to understand their unique challenges and provide tailored solutions that meet their needs. We will also work to create a work environment that promotes professional development, inclusivity, and value. While OECR will lead the mission of advancing equity in Baltimore City, I must emphasize, the work of Equity is not that of OECR's alone. It belongs to all of us, employees, and residents alike. We are determined to come together and focus on solutions.

I know that I can count on you. This report is the first step in the City's journey to reducing inequitable barriers. We understand and acknowledge that making Baltimore a city that promotes justice and fairness for all its employees and residents is the foundational responsibility of our City administration. We will conduct this report every year to help operationalize equity in each agency. The future is now, and we must ensure that we remove obstacles and allow for different outcomes now as well as for future generations.

Bernard C. "Jack" Young

WORDS FROM OUR ACTING DIRECTOR

DIRECTOR McCRAY



“Not everything that is faced can be changed. But nothing can be changed until it is faced.”

-James Baldwin

Baltimore has elected over 50 mayors in the City’s history. Still, it took its 51st mayor Bernard C. “Jack” Young, to establish an Office of Equity & Civil Rights, which he made official on January 15, 2020, Dr. Martin Luther King’s birthday. This may not seem unusual, but for a native, the act was long overdue. It was time for Baltimore to face the profound inequities that have existed in the way the City does business since its inception July 30, 1729; that’s over 200 years.

City Council member Brandon Scott telegraphed his plan to make “equity” a goal for service delivery and funding in 2018, a year before I arrived in 2019. His legislation, sponsored in 2018, has set the agenda for Baltimore City’s focus on Equity moving forward. It calls on all city agencies to report on assessments of racial, gender, and economic equity to help determine whether agency activities result in disparate outcomes. The law also provides an annual “equity assistance fund” to support housing, education, and other equity-focused initiatives. How fortunate I was to be on the ground floor at OECR for Mayor Young’s adding of equity to its mission, and to be already working with city agencies on President Scott’s proposal when I assumed my current position as Acting Director of OECR in August 2020.

Given the current attempts to roll back civil rights protections, and the pervasive disregard for black and brown bodies by institutions created to “protect and serve,” this inaugural Equity Annual Report could not have come at a more critical time for the City. The solutions to Baltimore’s inequitable problems, from the continued redlining through the lack of lending to decisions made regarding the capital budget, must be as radical as the policies that segregated the City in the first place.

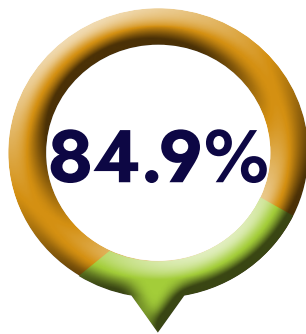
The Office of Equity and Civil Rights is ready to take on the challenge. Our initial report highlights what other city agencies and we have accomplished thus far, and hopefully give our constituents and readers a glimpse of what lies ahead for a more equitable approach to services and funding in Baltimore’s future. We must leave Baltimore City in a more equitable state than we inherited it. I sincerely thank Mayor Young for completing the first leg of this relay by creating the Office of Equity, and the City Council for passing the Equity Assessment Ordinance and Equity Assistance Fund legislation.

Cedric McCray,
The Baltimore City Office of Equity & Civil Rights

OUR CITY, AT A GLANCE



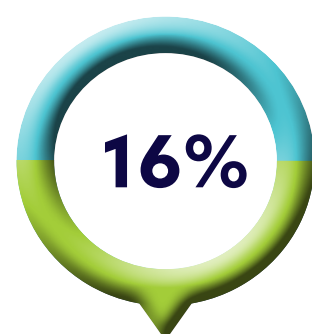
EDUCATION



Of Baltimore City residents age 25+ have a high school diploma/GED or higher.

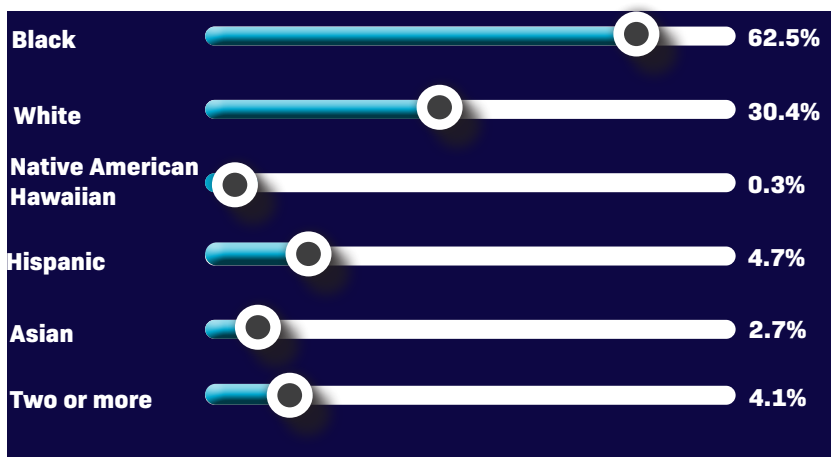


Of Baltimore City residents age 25+ have a Bachelor's degree or higher.

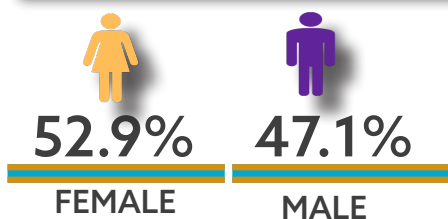
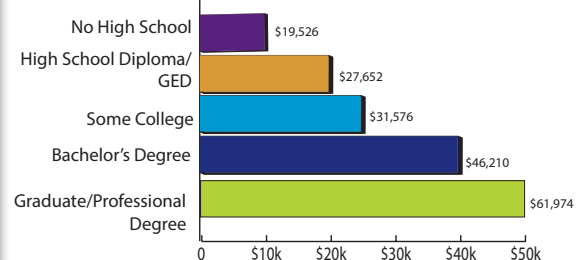


Of Baltimore City residents do not hold a high school diploma/GED.

RACE



AVERAGE SALARY BY EDUCATION LEVEL



Of Baltimore City residents were born outside of the U.S.

15.5% of Baltimore City residents have a disability

OUR CITY, AT A GLANCE

Known as “A City of Neighborhoods,” Baltimore City is the epitome of diversity with over 250 unique and different neighborhoods. Each neighborhood has its own distinct sense of pride, culture, and economic growth/struggles.

North

Abell
Barclay
Bellona-Gittings
Belvedere
Better Waverly
Blythewood
Cameron Village
Cedarcroft
Charles North
Charles Village
Chinquapin Park
Cross Keys
Ednor Gardens-Lakeside
Evergreen
Evesham Park
Glen Oaks
Greenmount West
Guilford
Hampden
Harwood
Hoes Heights
Homeland
Idlewood
Jones Falls Area
Kenilworth Park
Kernewood
Keswick
Lake Evesham
Lake Walker
Medfield
Mid-Govans
New Northwood
North Roland Park/Poplar Hill
Oakenshawe
Old Goucher
Original Northwood
Pen Lucy
Radnor-Winston
Ramblewood
Remington
Richnor Springs
Roland Park
Rosebank
Sabina-Mattfeldt
The Orchards
Tuscany-Canterbury
Villages of Homeland
Waverly
Wilson Park
Winston-Govans
Woodberry

Woodbourne Heights
Woodbourne-McCabe
Wrenlane
Wyman Park
Wyndhurst
York-Homeland

Southwest

Allendale
Beechfield
Boyd-Booth
Carroll-South Hilton
Carrollton Ridge
Dickeyville
Edgewood
Edmondson Village
Franklintown
Gwynns Falls
Hunting Ridge
Irvington
Lower Edmondson Village
Millhill
Morrell Park
Oaklee
Penrose / Fayette Street
Outreach
Rognel Heights
Saint Agnes
Saint Josephs
Shipley Hill
Ten Hills
Tremont
Uplands
Violetville
Wakefield
West Hills
Westgate
Wilhelm Park
Yale Height

Northeast

Arcadia
Armistead Gardens
Belair-Edison
Belair-Parkside
Beverly Hills
Cedmont
Cedonia
Four-by-Four
Frankford
Glenham-Belhar
Hamilton Hills

Hillen
Lauraville
Loch Raven
Mayfield
Montebello
Moravia-Walther
Morgan Park
North Harford Road
Orangeville
Orchard Ridge
Overlea
Parkside
Perring Loch
Rosemont East
Stonewood-Pentwood-
Winston
Taylor Heights
Waltherson
Westfield

Northwest

Arlington
Central Park Heights
Cheswolde
Coldspring
Cross Country
Cylburn
Fallstaff
Glen
Greenspring
Langston Hughes
Levindale
Lucille Park
Mount Washington
Park Circle
Parklane
Pimlico Good Neighbors
Reisterstown Station
Towanda-Grantley
Woodmere

West

Ashburton
Bolton Hill
Bridgeview/Greenlawn
Burleith-Leighton
Callaway-Garrison
Central Forest Park
Concerned Citizens of
Forest Park
Coppin Heights/Ash-Co-
East

Dolfield
Dorchester
Druid Heights
East Arlington
Easterwood
Evergreen Lawn
Fairmont
Forest Park
Forest Park Golf Course
Franklintown Road
Garwyn Oaks
Grove Park
Hanlon-Longwood
Harlem Park
Heritage Crossing
Howard Park
Liberty Square
Madison Park
Midtown-Edmondson
Mondawmin
Mosher
Mount Holly
Northwest Community
Action
Panway/Braddish Avenue
Parkview/Woodbrook
Penn North
Purnell
Reservoir Hill
Rosemont
Rosemont Homeowners/
Tenants
Sandtown-Winchester
Upton
Walbrook
West Arlington
West Forest Park
Winchester
Windsor Hills

Southeast

Baltimore Highlands
Bayview
Brewers Hill
Broening Manor
Butcher's Hill
Canton
Canton Industrial Area
Eastwood
Fells Point
Graceland Park
Greektown
Highlandtown
Kresson

OUR CITY, AT A GLANCE

Known as “A City of Neighborhoods,” Baltimore City is the epitome of diversity with over 250 unique and different neighborhoods. Each neighborhood has its own distinct sense of pride, culture, and economic growth/struggles.

Southeast

Medford
O'Donnell Heights
Patterson Park Neighborhood
Patterson Place
Saint Helena
Upper Fells Point

Central Southwest

Barre Circle
Franklin Square
Hollins Market
New Southwest/Mount Clare
Poppleton
Union Square
Washington Village/Pigtown

East

Berea
Biddle Street
Broadway East
Care
Coldstream Homestead
Montebello
Darley Park
Eager Park
East Baltimore Midway
Ellwood Park/Monument
Gay Street
Johnston Square
Madison-Eastend
McElderry Park
Milton-Montford
Oliver
South Clifton Park

South

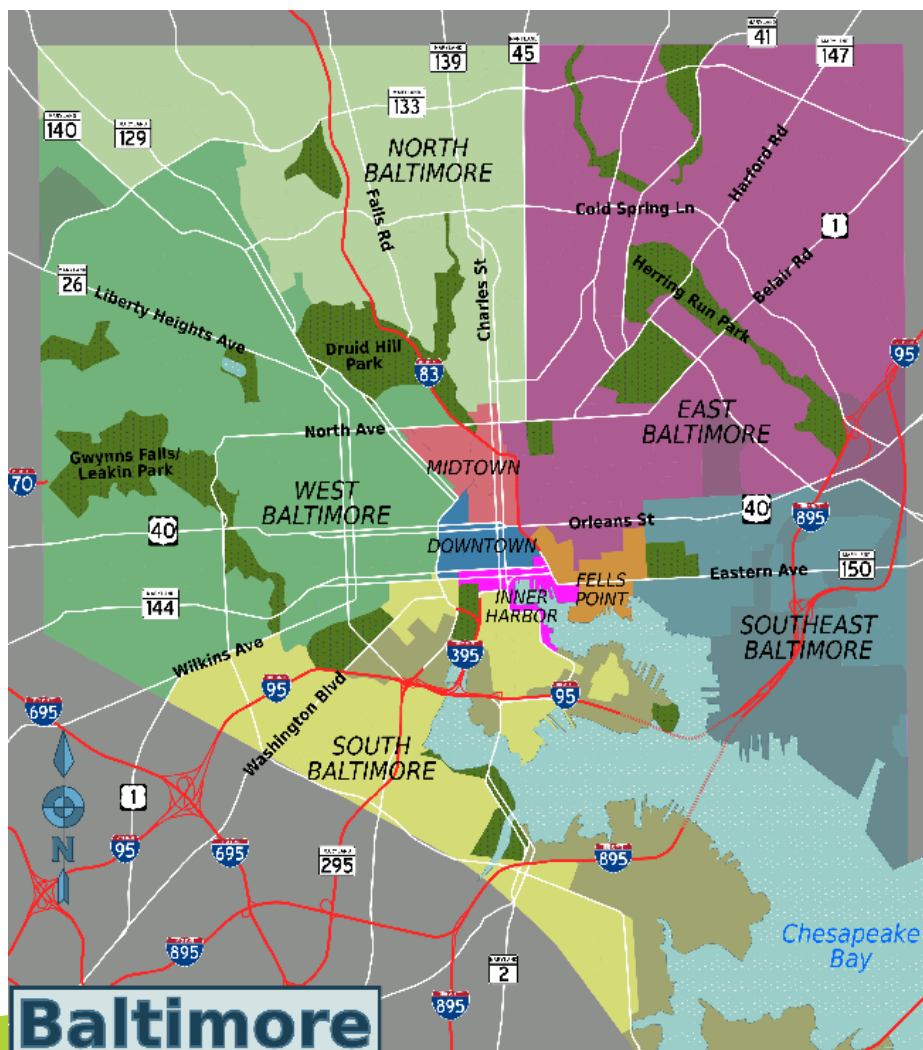
Brooklyn
Cherry Hill
Curtis Bay
Federal Hill
Lakeland
Locust Point
Mount Winans
Otterbein
Port Covington
Ridgely's Delight
Riverside
Saint Paul
Sharp-Leadenhall
South Baltimore
Westport

Downtown

Downtown
Downtown West
Dunbar-Broadway
Inner Harbor
Jonestown
Little Italy
Oldtown
Washington Hill

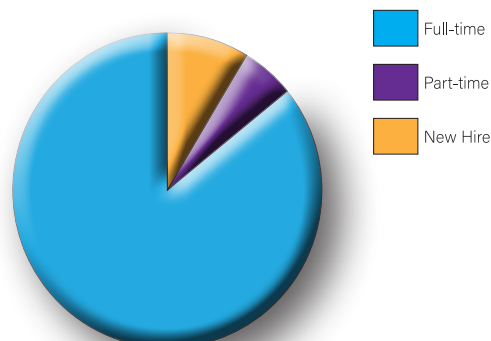
Central

Mid-town Belvedere
Mount Vernon
Seton Hill



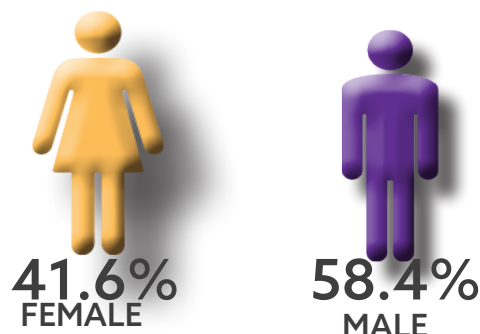
OUR CITY, GOVERNMENT

TOTAL DISTRIBUTION OF EMPLOYEES BY EMPLOYEE



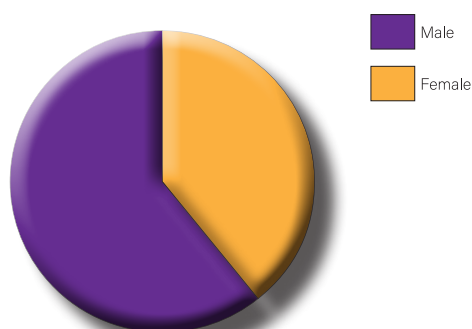
Out of a total of 14,654 employees included in the 2019 EEO-4 report, 12,564 were full-time, 812 were part-time, and 1,278 were new hires.

OVERALL GENDER RATIO



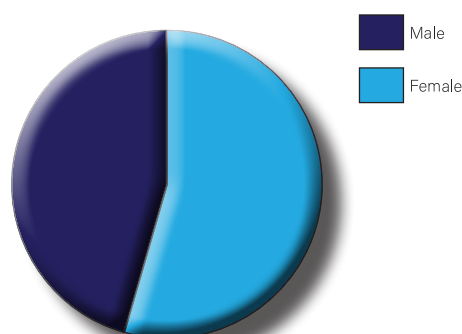
Out of a total of 14,654 employees across all sectors/functional groups in the 2019 EEO-4 report, 8,557 were male and 6,097 were female.

FULL-TIME EMPLOYMENT GENDER RATIO



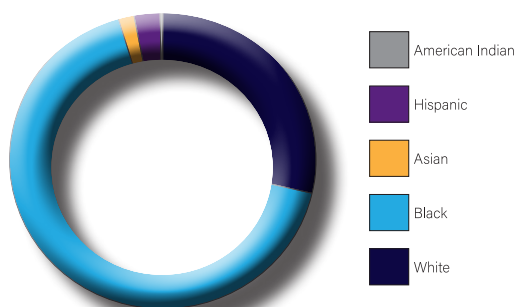
Out of a total of 12,564 full-time employees, 7,613 were male and 4,951 were female.

PART-TIME EMPLOYMENT GENDER RATIO



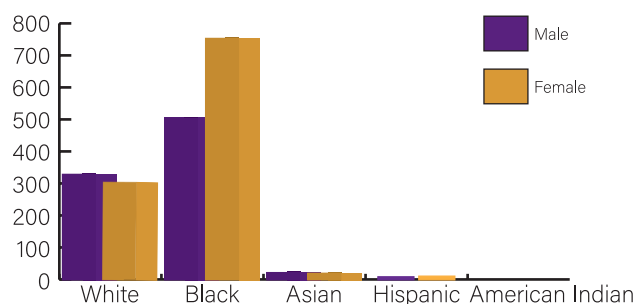
Out of a total of 812 part-time employees, 368 were male and 444 were female.

OVERALL RACIAL BREAKDOWN



Across all employment classifications and functional groups (14,654 employees), 4,232 were white, 9,739 were African American, 247 were Asian, 405 were Hispanic, and 31 were American Indian.

FINANCIAL ADMINISTRATION - RACE & GENDER BREAKDOWN



In the financial administration functional group (total of 1,971 employees), 634 were white (330 male, 304 female), 1,257 were African American (505 male, 752 female), 48 were Asian (25 male, 23 female), 26 Hispanic (12 male, 14 female). **NOTE: Financial Administration. Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer's, auditor's or comptroller's office.*

OUR CITY, OUR HISTORY

by John M. Wesley

In 1830, Baltimore was the second-largest city in the country with a population of more than 28,500 free and enslaved people of color. Then the region was dominated by white slaveholders; researchers determined that 3,959 black people were killed in “racial terror lynchings” in a dozen Southern states between 1877 and 1950. As a result, in one of the most memorable universal acts to bring about Equity, African American women began educating their daughters, starting in the late 1800s, and early 1900s and no longer sought to marry them off to “the sons of Freedmen.”

In the early nineteenth century, Baltimore’s docks, alleys, churches, and row houses became places where black people were able to organize to seek freedom from slavery for themselves and their families. In Baltimore, independent black churches established by free black Baltimoreans were part of the bedrock on which this resistance was based, and spread. So the early quest for equity was aided enormously by Baltimore’s faith communities.

For example, Macedonia Baptist Church in Upton (on Lafayette Avenue) started out in the loft of a Vincent Alley stable in 1874. They started with prayer meetings and Sunday school. Trinity Baptist in Upton was founded in June of 1888 in East Baltimore with 14 members, then moved in 1920 to the former St. Paul Lutheran Church building. Trinity ultimately became the pioneer training ground for many Black kindergarten teachers in the city. The church was also a training ground for ministers, and later on the Baptist Ministers’ Conference. Its minister, Dr. Gamett Russell Waller, was active in the early Baltimore Civil Rights Movement. After Nat Turner’s 1831 rebellion in Southampton, Virginia, white slaveholders imposed new restrictions on black life in Maryland.

In the 1860s, national conflict over slavery led to the Civil War. In fact, one of the first casualties of the Civil War took place here in Baltimore on Pratt Street. On April 19, 1861, the first bloodshed of the Civil War was spilled in the streets of Baltimore. En route to Camden Station, Union forces were confronted by angry Southern sympathizers, and at Pratt Street, the crowd rushed the troops, who responded with lethal volleys. Four soldiers and twelve Baltimoreans were left dead. Marylanders unsuccessfully attempted to further cut ties with the North by sabotaging roads, bridges, and telegraph lines. In response to the “Battle of Baltimore,” Lincoln declared martial law and withheld habeas corpus in much of the state.

Despite the secessionist sympathies of white slaveholders in Maryland, the state remained part of the Union, and over 8,000 black Marylanders enlisted in the US Colored Troops. The war transformed the movement for freedom and equal rights as the country adopted the Thirteenth Amendment to the US Constitution in 1865, abolishing slavery; the Fourteenth Amendment in 1867, giving all Americans right to equal protection under the law; and the Fifteenth Amendment in 1870, giving black men the right to vote. However, these new rights were continuously contested in courts and state legislatures.

The push for freedom and equality resulted in the emerging empowerment of black activists, army veterans who settled in Baltimore after the end of the war. The promise of equality and power, however, was threatened both locally and nationally by new forms of white supremacy and segregation.

In the 1880s and 1890s, white Americans pushed aggressively to establish Jim Crow segregation in cities across the country. Baltimore grew more racially segregated as it developed the late nineteenth and early twentieth centuries.

Racial segregation and black suffrage were two driving concerns for local electoral politics. Democrats made repeated attempts to disenfranchise black voters in the early 1900s and impose housing segregation in the 1910s. With the onset of the Great Depression in 1929, the national economic crisis led to renewed support for the local NAACP and new investments in progressive interracial coalitions with the local and national labor movement.

As a result The Cherry Hill neighborhood was developed relatively recently in Baltimore’s history. Like Armistead Gardens, the community was founded as a home for African-American veterans returning from both World War II and the Korean War.

While black Baltimoreans held on to their right to vote, pervasive segregation narrowly determined where Baltimore’s black residents could live and how they used public parks and streets. Widespread discrimination by employers determined the job opportunities, salaries, hours, and conditions offered to black workers. Most black students attended class in aging school buildings converted from prior use by white students. Increasingly after World War I, black Baltimoreans pushed back against these conditions with renewed commitment and militancy.

OUR CITY, OUR HISTORY

by John M. Wesley

Cherry Hill was initially planned to be located in the area now known as “Armistead Gardens,” and the first section of public housing was built in 1948. Young people played a crucial role in fostering a commitment to Equity that, ultimately, helped sustain the national movement through the federal legislative victories in the 1960s. Thurgood Marshall and Charles Hamilton Houston’s legal success in winning the admission of Donald Murray to the University of Maryland in 1935 demonstrated the promise of the NAACP’s emerging legal strategy.

After the end of World War II, an interracial student movement waged a disruptive and highly visible campaign to overturn decades of segregationist policies. In the 1940s and 1950s, black activists, and some white liberal allies, worked to dismantle many Jim Crow policies at parks, pools, recreational facilities, and consumer spaces, such as lunch counters, restaurants, and department stores. The 1954 Supreme Court decision in *Brown v. Board of Education* created additional opportunities for black Baltimoreans to challenge Jim Crow policies in Baltimore City and across the state of Maryland. From the mid-1960s through the late 1970s, the civil rights movement in Baltimore saw significant changes in leadership and methods. Despite the *Brown v. Board of Education* ruling, the passage of the Civil Rights Act of 1964 prohibiting



discrimination in education, employment, and public accommodations, black households still experienced deep economic and social inequality. The unrest following Martin Luther King’s assassination in 1968, and the varied response of activists, elected officials, and residents in the Baltimore region highlighted both the persistence of racial inequality and intransigence of white opponents to equity. Public policies around housing, transportation, and land use in the 1960s and 1970s continued to favor racial segregation and regional sprawl. Residents had to fight to get the MTA to allow bus #37 to extend its route to Cherry Hill.

In summary, countless African Americans in Baltimore organized, advocated, and protested for over 150 years to seek equity and better conditions for themselves and their neighbors. Teachers, doctors, lawyers, and laborers; native Baltimoreans and migrants from around the region and country; religious leaders and student protesters. Over time, these individuals living and working in Baltimore established and supported a variety of organizations that fought to effect change and create equity for black people in Baltimore, Maryland, and around the country. Their strategies and tactics changed in response to their ideas about the world and the efforts of reactionary opponents then and now who seek to preserve inequity and white supremacy in the United States.

Dr. Lawrence Brown of Morgan State University performed research on the “White L,” and “BlackButterfly” which shows how strategically Baltimore city was racially segregated. Dr. Brown points out that in the early part of the 20th century, Baltimore mayors began redlining in Baltimore during the Jim Crow era as a means of segregating the city. “Baltimore is ground zero for Apartheid in America,” he said. Brown described the resulting redlined districts as a “White L” along the Charles Street corridor and east along the Inner Harbor, and a “Black Butterfly”—swaths of “undesirable” minority neighborhoods extending out from the L in the shape of butterfly wings.

Debra Furr-Holden, an adjunct professor in the Johns Hopkins Bloomberg School of Public Health, used the map depicting the White L and Black Butterfly to overlay data showing incidents of non-fatal gun violence and liquor store locations, demonstrating that even a century after the redlining of districts, the effects persist in the public health crises of Baltimore. For example, in “undesirable” districts, gun crime is so prevalent that the red data markers on the map overlapped, sometimes two or three times over. Predictably, liquor store locations are also more prevalent in these areas than in white areas where liquor stores were typically limited to clusters along major roadways. She mentioned a survey of Baltimore City Public School students that revealed that whereas only 13 percent live within walking distance of a food market, more than 50 percent live within walking distance of a liquor store.

All of this tells us in no uncertain terms that the time for equity in Baltimore is **NOW**

OUR EQUITY TEAM

Baltimore City is committed to advancing equity internally and externally. We understand the prevalence of inequity in our city has been historically upheld by our city government. Because of this, the goal of advancing equity in our city requires an enormous amount of inter-agency collaboration.

THE EQUITY CHARTERING COMMITTEE

In October of 2019, selected Baltimore City employees from the Office of Civil Rights & Wage Enforcement, The Department of Public Works, and The Human Resources Department participated in a three-day retreat to begin the strategic planning for the formation of the City's Equity Division. At the end of the retreat, these individuals created an implementation plan for the creation and development of the newly re-named Office of Equity and Civil Rights (OECR).

M'Balu "Lu" Bangura - OECR
Linda L. Batts- Department of Public Works
Quinton Herbert- Human Resources Department
Darnell E. Ingram, Law Department
Carolyn Mozell, Mayor's Office
Jill Muth-Sanders, OECR
Terrence Jennings- Mayor's Office

THE MAYOR'S EQUITY IN GOVERNMENT COMMITTEE

The creation of the Office of Equity and Civil Rights led to the formation of The Mayor's Equity in Government Committee. This steering committee provides OECR support, guidance, and oversight of process and progress.

M'Balu "Lu" Bangura - OECR
Linda L. Batts- Department of Public Works
Glenda Curtis- Office of Equity and Civil Rights
Quinton Herbert- Human Resources Department
Darnell E. Ingram, Law Department
Sara Paraniyam- Department of Planning
Raemond Parrott- OECR
Carolyn Mozell, Mayor's Office
Jill Muth-Sanders, OECR
Terrence Jennings- Mayor's Office
Chii-Chi W. Nyagah-Nash- Department of General Services
Stephanie Smith- Department of Planning

Article 1 Subtitle 30 requires each agency to have a designated Equity Coordinator. This employee is responsible for the creation of the Agency Equity Plan and the completion of the Agency Annual Equity Report. As of June 2020, 100% of city agencies reported the assignment or hiring of an Equity Coordinator and/or the creation of a work-group focused on the analysis and evaluation of equitable practices.

EQUITY COORDINATORS COMMITTEE

Aaron Little	Kim Stevenson
Aleia Hendricks	Kimberly Kerns
Alice Huang	Kyron Banks
Amy Beth Leasure	Linda Batts
Amy Rappole	Lisa Wood
Ann Brookover	Livhu Ndou
Bethel Henry	M'Balu Bangura
Betsy Gardner	Mackenzie Garvin
Bill Brewer	Malcolm Green Haynes
Brandi Richmond	Mara James
Brittany Vendryes	Mark Losha
Carolyn Mozell	Matt Achhammer
Cassandra Baker	Michele Masters
Catalina Rodriguez	Michelle Russell
Cedric McCray	Nadine Olaniran
Chitamawe Mulwanda	Radley Faulknor
Ciara Harris	Raemond Parrott
Cristina Baltazar	Ronda McCoy
Darnelle Ingram	Rosalind Healy
David Rhodes	Sara Paraniyam
Eboni Wimbush	Sharonda Huffman
Elina Bravve	Shartice Newkirk
Emily Ianacone	Simone Smart
Faith Hammock	Stephanie Hsu
Glenda Curtis	Stephanie Madden Smith
Gordon Krabbe	Tamika Gauvin
Jabari Lyles	Tammy Hawley
Jalal Greene	Tashania Brown
James Knighton	Tereina Galloway
Jamie Johnson	Terrence Jennings
Jerriane Anthony	Tia Halstead
Jill Muth	Tom Phillips
John Wesley	Tony Savage
Jordan Barry	Tonya Brinkley
Justin Elaszcz	Tywanna L. Taylor
Katie Miller	Wayne Robinson
Kelsey Johnson	William Joyner
Kim Murphy	

EQUITY DIVISION IN OECR

M'Balu P. Bangura, Equity Specialist
Linda L. Batts, Deputy Director/Consultant
Glenda Curtis, Outreach Coordinator
Michele Masters, Deputy Director
Cedric McCray, Acting Director

OUR ANNUAL REPORT

EXECUTIVE SUMMARY


Advancing equity is a journey and a process that requires the input and prioritization of Baltimore city residents. We all achieve equity when structural barriers are dismantled, and opportunities to reimagine bringing the margins to the center are foregrounded. This baseline report is an attempt to gauge the climate of how agencies engage structural, social, and institutionalized inequities through internal and external assessments. Of those assessments are focus areas of Agencies' Commitment, Leadership and Governance relationship to advancing equity; internal Equity Policies and Implementation Practices; Departmental Climates, Cultures Trainings & Communications, and agencies relationship to Service-Based Equity.

The Office of Equity and Civil Rights acknowledges that while this assessment is not robust, the Equity Report is the first step in our journey to remove barriers, both structural and social, that deter Baltimore city residents from advancing equity. We look forward to spending FY 2021 collecting and analyzing more data that will contribute to our ability to address systemic inequities at the local level, especially within marginalized communities. The Equity Report is not meant to be the direct answer to inequity, rather a guideline and framework to return to when taking actionable steps to redress the results of the self-assessment. This report is an encouragement to fuel discussion, working groups, task forces, and policy implementation while keeping the residents of Baltimore city at the center of this work.

This report is an extension of the efforts of the Office of Equity and Civil Rights, Mayor Bernard "Jack" C. Young's prioritization to address the root of inequitable practices in the city of Baltimore, and we lean on this report to incite a call-to-action and maintain community/agency accountability.

How this report is structured:

The 2020 Equity Report examines data that directly analyzes measurable actions/inaction according to the city of Baltimore's agencies. While this assessment is both analyzed internally, statistics regarding services/partnerships with Baltimore city residents are also evaluated. Each focus area addresses indicators of equity reached, and methods of implementation to advance equity.



OUR EQUITY SCORECARD

WHAT IS THE EQUITY SCORECARD:

The Equity Scorecard is a quick tool to help agencies measure their progress and assess their effectiveness in advancing equity in Baltimore City.

QUESTIONS ASKED:

1. Are senior level leadership employees trained and knowledgeable at a beginner's level regarding the issues related to barriers to equal opportunity and equity in Baltimore City?
2. Are mid-level managers trained and knowledgeable at a beginner's level regarding the issues related to barriers to equal opportunity and equity in Baltimore City?
3. Non-senior and mid-level employees are trained and knowledgeable at the basic level about the range of barriers to equal opportunity and equity in Baltimore City.
4. Does all staff have a some understanding of issues related to barriers of opportunity and inequities in communities or people in Baltimore City as it relates to their special area of focus?
5. Does your agency apply an equity lens/analysis to its policy issues/creation/implementation?
6. Does your agency have a written commitment to advancing equity in its mission or vision statement?
7. Does your agency have an internal team with staff trained to guide the ongoing work to remove barriers to opportunity and reduce disparities? This question seeks information as to whether all members of your team have received some diversity, equity, and inclusion ("DEI") training within the last year.
8. Do your resource allocations (i.e., capital and/or operational budget) reflect the goal of reducing barriers to opportunity and reducing disparities within and outside your agency?
9. Does your agency have defined goals to reduce barriers to employment and/or promotions, which strive for a diverse and inclusive workforce?
10. Does your agency regularly assess workforce composition by protected classes and develops/implements strategies for increasing diversity at all levels of management?
11. Does your agency strive to facilitate a variety of multicultural activities (food, art, holiday celebrations, etc.)?

Agencies used the following rubric to discover next steps based on thier equity score:

< 15

BECOME INTENTIONAL

Make an emphasis on analyzing your departments employees, programs, services, outreach, etc. through an equity lens. Evaluate performance with this emphasis as a criterion.

16-20

BUILD STAFF/ORGANIZATIONAL CAPACITY

Identify opportunities for staff to better understand embedded inequities-how they are produced and maintained, and how they can be eliminated. Identify policies and procedures that should be improved to promote equitable results.

21-24

MODULATE/STREAMLINE STAFF/ORGANIZATIONAL CAPACITY

See which items are scored lowest, and work on them. Mentor others!

25-30

MENTOR OTHERS!

One department's success in promoting opportunity for all and reducing disparities is likely to be tied to others' performance. Use what you have learned to help advance an equity approach for other City agencies.

OUR EQUITY SCORECARD

AGENCY SCORES

BALTIMORE CITY LAW DEPARTMENT	13
BALTIMORE CITY RECREATION AND PARKS	19
BALTIMORE CITY FIRE DEPARTMENT	18
BALTIMORE CITY DEVELOPMENT CORPORATION	11
BOARD LIQUOR LICENSE COMMISSION	12
BOARD OF MUNICIPAL ZONING APPEALS	23
BOPA	15
BUREAU OF WATER AND WASTE MANAGEMENT	10
DEPARTMENT OF LEGISLATIVE REFERENCE	10
DEPARTMENT OF PLANNING	15
DEPARTMENT OF GENERAL SERVICES	8
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	27
DEPARTMENT OF HUMAN RESOURCES	26
DEPARTMENT OF TRANSPORTATION	21
DEPARTMENT OF PUBLIC WORKS	18
ENVIRONMENTAL CONTROL BOARD	12
FAMILY LEAGUE OF BALTIMORE	23
FINANCE DEPARTMENT	11
MAYOR'S OFFICE	25
MAYOR'S OFFICE OF CHILDREN AND FAMILY SUCCESS	17
MAYORS OFFICE OF CRIMINAL JUSTICE	28
MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT	23
MAYOR'S OFFICE OF HOMELESS SERVICES	14
OFFICE OF EQUITY AND CIVIL RIGHTS	31
OFFICE OF PERFORMANCE INNOVATION	12
PARKING AUTHORITY BALTIMORE CITY	16

OUR, ANNUAL REPORT METHODOLOGY

In January 2020, The Office of Equity and Civil Rights (OECR) created the Advancing Equity Agency Self-Assessment. The assessment was designed and refined by Equity Division staff and provided to the Equity Coordinators Committee for review and input. In February 2020, Equity Coordinators received the assessment digitally for completion. OECR's Equity Specialist met with Agency Equity Coordinators periodically to assist in the completion of the individual assessments and reports.

The purpose of this assessment is to:

- Help departments gather baseline data and information to self-identify areas for departmental change and improvement, including specific actions and targets that will lead to improved outcomes for marginalized communities.
- Spur dialogue within departments that leads to greater understanding and commitment to address issues of inequity.
- Facilitate the sharing of information, resources, mutual support, and improvement tools.
- Build shared accountability across departments.

Data Limitations

PANDEMIC

Equity Coordinators were required to submit the first draft of their assessments and reports by March 16, 2020. In March 2020, the COVID-19 pandemic began impacting the nation and Baltimore City employees were required to work from home per Mayor Young's stay-at-home order. This unprecedented period left our city government at a physical and technological disadvantage. Many City employees were unable to access their work stations for weeks following the start of work from home. This meant that many of our Equity Coordinators were unable to access the information needed to complete the report. In April 2020, Baltimore City saw a spike in COVID-19 cases; this spike left many of our essential agencies unable to focus on the completion of the report.

PARTICIPATION

As mentioned in the introduction, this Equity Report is not robust, meaning we are limited to the responses of each agency and are operating within the confines of a baseline report. However, as the threshold for action within Baltimore city agencies, we will use this information to incite in-depth discussions about what moving forward looks like. Below are various ways in which the Equity Report is limited in its assessment:

- Because we are operating within a social change environment, we want to include the specifics of lived experiences, and how that frame of reference may impact the ways that minoritized identities can experience inequity. There is a gap in LGBTQIA+ data; more specifically, how transgender communities are counted. An analysis is often completed by assigned gender at birth, in discord with communities whose gender identity does not align with their assigned gender.
- Data changes. The recent public-facing reports collected from The Department of Planning is available from 2014. This means that a measure of equity from 2014 could, (and should) look different compared to 2020. That data as it relates to employment, income, race, etc. may be exacerbated or declined, which makes accurate reporting a challenge. However, the most recent reporting according to the Office of Equity and Civil Rights are in accordance with the year 2020.
- Time and budget constraints. The Equity Report had to be completed in four months, which does not give much room for subject area expertise, especially because most of the Equity Coordinators (EC) are new to their roles.
- Missing Reports. Several agencies did not provide Equity Reports, which limits the scope of analyzing the equitable methods of Baltimore city agencies.

OUR ANNUAL REPORT

SELF-ASSESSMENT ANALYSIS

Advancing equity is a journey and a process that requires the input and prioritization of Baltimore city residents. We all achieve equity when structural barriers are dismantled, and opportunities to re-imagine bringing the margins to the center are foregrounded. This baseline report is an attempt to gauge the climate of how agencies engage structural, social, and institutionalized inequities through internal and external assessments. Of those assessments are focus areas of Agencies' Commitment, Leadership and Governance relationship to advancing equity; internal Equity Policies and Implementation Practices, Departmental Climates, Cultures Trainings & Communications, and agencies relationship with Service-Based Equity. In alignment with the results of the Advancing Equity Self-Assessment, the majority of Baltimore City agencies have demonstrated a baseline commitment to equity within their leadership and governance. Equity Policies and Implementation Practices reveal an implementation gap between policy and best practices for advancing equity through outreach, contracts, and budgeting analysis. In accordance with Departmental Climates, Cultures, Trainings, and Communications, most methods rely on team building activities, with room for affinity groups, diversity councils and developed internal equity training. When addressing external barriers, an example of Service-Based Equity would be expanding language access services and outreach efforts as they relate to programs/services.



AGENCIES' COMMITMENT, LEADERSHIP, & GOVERNANCE

How do we impact the role of agencies' commitment to equity through leadership and governance?



EQUITY POLICIES & IMPLEMENTATION PRACTICES

How do we address the responsibility of evaluating policy and practice through an equitable lens?



DEPARTMENTAL CLIMATES, CULTURES, TRAININGS, & COMMUNICATIONS

Are we prioritizing internal efforts to implement equity?



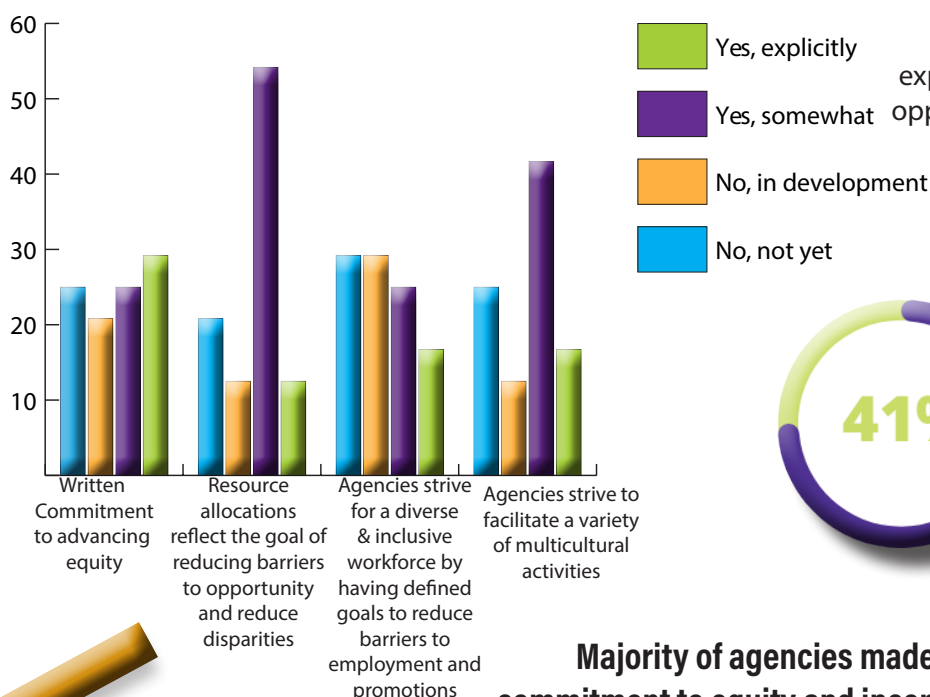
SERVICE-BASED EQUITY

Are we prioritizing external efforts to implement equity?

AGENCIES' COMMITMENT, LEADERSHIP & GOVERNANCE

Developing a sustainable, top-down, and bottom-up approach is crucial in efforts to implement equitable practices in the workforce. Agencies' commitment, leadership and governance should include policies, comprehension of equity, and explicit methods to address inequity. An agency commitment to equity is the personal and professional decision to be held accountable to communities directly impacted by structural barriers. Championing an equitable approach in leadership is key in sustaining Diversity, Equity and Inclusion (DEI) efforts. The commitment is more than a numbers game, rather a journey of nurturing an internal and external environment that firmly stands on opportunity, and barrier-free success.

Agencies' Commitment to Diversity and Inclusion



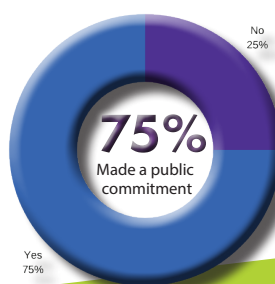
68%

of agencies have somewhat or explicitly allocated resources to reduce opportunity barriers and disparities, but 25% have not.



While 41.7% of agencies have somewhat or an explicitly defined goal to reduce barriers to employment and promotions, 58.4% of agencies do not have or are in the development of defining goals to reduce barriers to employment and promotions.

Majority of agencies made a public commitment to equity and incorporated equity within their current mission/vision statement



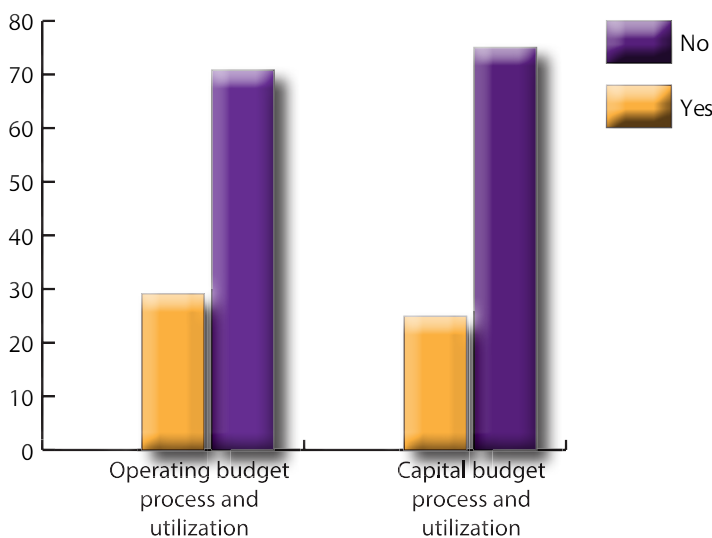
87.5%

of agencies have an equity coordinator and/or an equity committee to redress inequities

EQUITY POLICIES & IMPLEMENTATION PRACTICES

Transparent and consistent policies and practices that advance equity are essential to solidify efforts to bring the margins to the center. When developing strategic plans, including the lived experiences of directly impacted communities is central to dismantling structural barriers. The inception of policies was meant to be guided by action, a commitment to social change. Implementation is diverse, and should include methods to redistribute resources, work diligently with women/minority-owned businesses and have an analysis of the equity lens applied. Implementation plans through an equity lens ensure not only agency, policy-based commitment, but thorough engagement.

Equity Analysis of Agency Budgets



72.9% of agencies have not conducted an equity analysis as it relates to budgeting, both operating and capital.



75% of agencies do not have an equity analysis for minority/women-owned and/or small business owner contracts.



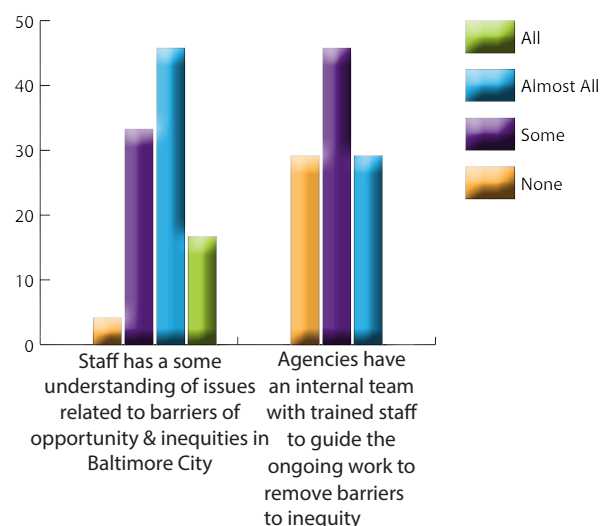
54.2% of agencies have employees that serve in a "Community liaison capacity"

68.8%
of agencies say that their agency analyzes their policies and practices through an equity lens

75.1% of respondents' agencies often or always apply an equity lens to their policy process

Out of 24 agency respondents, 50% included representatives from diverse Baltimore City communities when developing a strategic plan

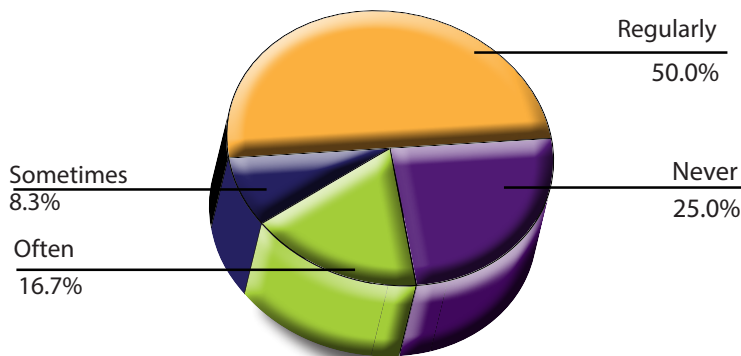
EQUAL OPPORTUNITY IN BALTIMORE CITY



AGENCY CLIMATE, CULTURE, TRAINING, & COMMUNICATIONS

Departmental climate and culture are ultimately informed by the policies and practices put in place to address equity, alongside the presence of diverse leadership and staff; this trickles down to interpersonal interactions between department members, as well as talent acquisition, retention and productivity/morale. Methods that aim to redress or engage departmental climate are training, and intentional narrative shifting through communications. The importance of workplace climate is not only for the productivity of the department, but is critical to the retention and support of marginalized staff.

WORKFORCE COMPOSITION ASSESSMENTS

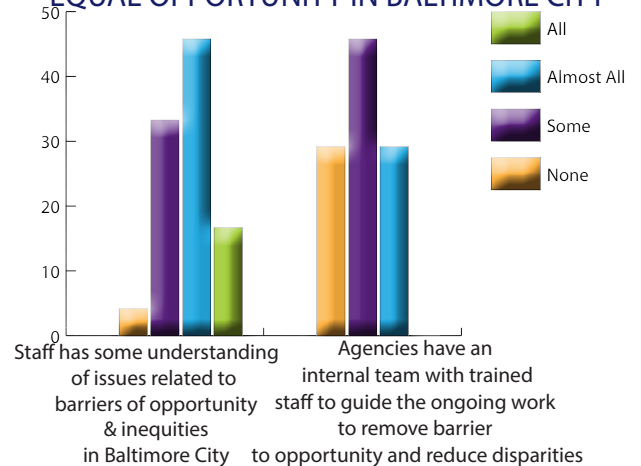


88.8%
of agencies allocate less than 10% of their budget to DEI related training for staff

50%

Agencies regularly assess workforce composition by protected classes and develop/implements strategies

EQUAL OPPORTUNITY IN BALTIMORE CITY



Practices/Structures To Support Diversity and Inclusion Amongst Staff

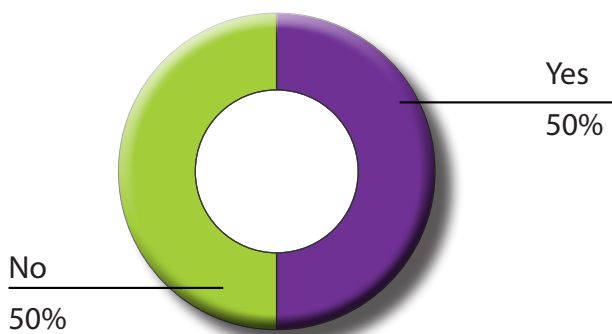
Diverse and inclusive (D&I) practices, structures, and activities help build employee morale and play a large role in the overall advancement of equity internally. An average of 30.4 % of agencies have some form of D&I practice or structure to help boost/maintain employee morale, but only 4.2% report employee recognition services and 29.2% currently have no practices or structures in place at all.



SERVICE-BASED EQUITY

While assessing internal efforts to promote equity, service-based equity addresses the outward-facing impact that the agency has on Baltimore City residents. Solidifying communication strategies that acknowledge and support communities of various migratory, racial, and ethnic backgrounds is crucial to eliminating inequitable practices. Collaboration with Baltimore City residents to respond and re-imagine the programming and services offered by agencies are key to building community power and advancing equity.

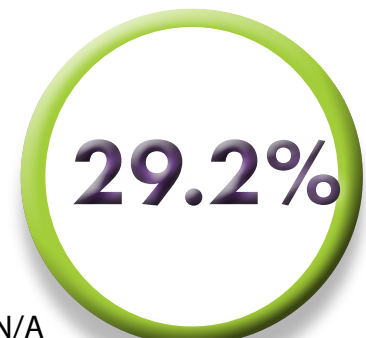
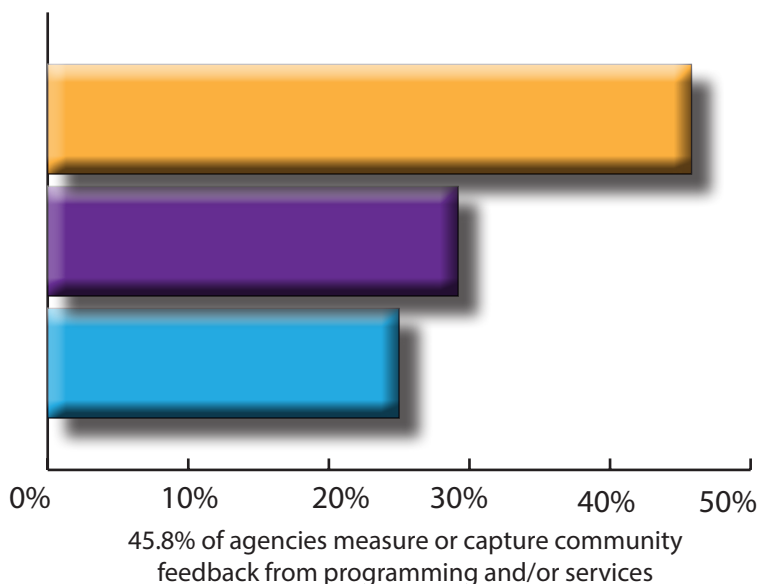
LANGUAGE ACCESS



50%

Agencies provide language access services for Limited English Proficient (LEP) residents.

AGENCIES MEASURE OR CAPTURE RESIDENT SATISFACTION WITH PROGRAMMING AND/OR SERVICES



of agencies' service and delivery models have been developed and/or assessed through an equity lens

OUR HIGHLIGHTS

Community Development

The Department of Housing & Community Development has carried out numerous projects concerning equitable community restoration. This past year, the Community Catalyst Grant Program has worked with over \$3 million in capital to support local community development organizations, with 22 out of 35 recipients being emerging groups, many of which are owned by women and/or minorities. Similarly, the Neighborhood Investment Fund has focused on providing much-needed support to historically dis-invested areas, and the department has invested \$7.2 million as of late.



The Community Catalyst Grants Award Program

On the other hand, the City's Department of Planning has worked to ensure community input drives the urban planning process. The department has organized Urban Design Visioning Sessions to ensure residents' voices are reflected in community development efforts, which guides vital fundraising efforts by local groups and nonprofits for community projects.

Expanding Access to City Services

In a move to expand the reach of city service, the city's Parking Authority plans to test two residential permit parking areas for the new Virtual Permit Parking program, which aims to eliminate the need for picking up physical permits. Along with this, pay-by-plate parking meters have begun setting up in the city in 2019, and pay-by-cell-phone meters plan to launch sometime soon. The Finance Department's Bureau of Revenue Collections, similarly, has ensured city payments can be processed in multiple ways to maximize reach and convenience, be it in person, online, through mail, or over the phone.

Job placement services are also offered by the Enoch Pratt Free Library with the Mobile Job Center, which visits communities throughout Baltimore that may not have sufficient access to career services. This program offers everything from computer workstations to interview preparation services, helping ensure economic opportunities can be equally pursued by all city residents.

The Disabilities Division of the Office of Equity and Civil Rights successfully coordinated equal access to information by coordinating an American Sign Language Interpreter for the Mayor's press conferences during COVID-19. They also hosted a workshop with Maryland Relay on effective communication for the deaf and hard of hearing. A similar attempt to improve language accessibility has been pursued by the Board of Liquor License Commissioners which has worked in tandem with the Mayor's Office of Immigration to translate documents for licensees. The Baltimore City Law Department also hopes to create a Language Access Program that will improve outreach to individuals that are hearing or visually impaired, non-English speaking, or limited in their English proficiency.

Affordable Housing Access & Development

The Department of Housing & Community Development's Affordable Housing Trust Fund continues to support low-income households in Baltimore City. Over \$15 million has been allocated for the 2020 and 2021 fiscal years, reaffirming the Department's commitment to addressing housing instability. The Department's Weatherization Assistance Program further supports low-income homes by offering critical home improvement services, with improvements aimed at reducing utility bills and providing job placement in the developing "green economy."



Mayor's Office of Homeless Services | Action Plan on Homelessness

Affordable housing access also continues to be a key focus of the Mayor's Office of Homeless Services with the Continuum of Care Action Plan on Homelessness. Currently, the plan operates on 5 central priorities: (1) increasing the supply of affordable housing throughout Baltimore; (2) developing a more effective homelessness response system; (3) transforming the city's shelter system; (4) improving access to job placement and economic opportunity; (5) implementing a race equity agenda.

Appropriations

Baltimore City's Capital Improvement Program (CIP) is a six-year plan under the purview of the Department of Planning to fund physical infrastructure projects. The Department has also worked to provide an equity analysis of the CIP, which was released in August of 2019. The analysis sought to compare appropriations from FY14 to FY20 against various equity indicators, thus identifying which parts of the city receive the most benefits from capital improvements. The information gathered will be used to assist in future policy implementation in order to create a more equitable distribution of city funds.

In a similar manner, the Department of Recreation & Parks has committed to reviewing its budget to ensure projects it oversees are dispersed around Baltimore in an equitable manner - a move that ensures under-served neighborhoods receive the attention and support they deserve.



Baltimore City Recreation & Parks' 5 year strategic plan outlines the agencies' goal of including the community in its decision making processes.

Nutritional Assistance

The Department of Planning has created the Health Food Priority Area Funds from the input of its Resident Food Equity Advisors. In its first year, funds supported nutrition supplements at various farmers' markets, farm stands, corner stores, and a public market with the goal of providing low-income residents access to affordable produce. These funds have also supported a rideshare pilot in West Baltimore for low-income residents, providing transport to local supermarkets. Additionally, the department has matched funds allocated to the upcoming state Summer SNAP program.

The Mayor's Office of Children & Family Service has led Baltimore's COVID-19 emergency food response, and from March 16th to June 2nd, over 3 million meals have been provided. It has also launched an online BH2O application to support the emergency COVID-19 Water Discount. These efforts are key initiatives in ensuring residents receive the support they need as the pandemic continues to bear significant economic strain on families.

Youth Education & Career Development

Services graciously offered by the Enoch Pratt Free Library have been instrumental in assisting the education and careers of our city's youth. Free access to e-books, computers, and printers are critical steps in bridging the technology gap that puts students from low-income households at an inherent disadvantage. Educational equity has also taken the form of a STEM coding workshop, an Emergent Literacy program, and access to expert tutors and one-on-one homework help - all services the city's library system has offered. Programs such as the Lawyer in the Library and Social Worker in the Library, along with free bus passes accompanying a youth internship program, Community Youth Corps, have also offered invaluable career development opportunities.



Fairy Tales and Fitness- an interactive fitness story-time for families

The Mayor's Office of Children & Family Success has also provided important youth services. With the launch of the Baltimore Children's Cabinet in November of 2019, the office has worked to gather city and state agencies along with numerous external partners to coordinate youth-serving efforts. The office, since its inception, has also organized 13 "community design sessions" that have brought together a diverse cohort of city council members, mayor's offices, and community-based organizations to discuss the inextricable relationship between income and education.



Baltimore Children's Cabinet

Internal Changes in Agencies

Several city agencies have introduced internal initiatives to make equity a central focus in policy and decision-making. The widespread implementation of an “equity lens” works to ensure issues of inequity and disparities are better taken into consideration when crafting policy, with the Mayor’s Office of Homeless Services adopting such a proposal. The Family League, similarly, developed a Racial & Economic Equity Analysis Tool to inform policy-making, and the Department of Human Resources created a comprehensive Equity Toolkit to assess agency initiatives with a focus on racial equity. The Baltimore City Law Department will also work to institute an Equity Taskforce that will assess internal structural, procedural, and distributional equity while also implementing new equitable practices for the agency.



Office of Equity and Civil Rights staff during
Baltimore City's first Civil Rights Week 2019

Other internal changes have taken the form of employee feedback. The Baltimore Development Corporation created an Equity Action Panel within the organization, gathering the anonymous responses of the panel’s self-selected members to assess equitable practices and inform future decision-making. The Department of Public Works also established the Office of Equity and Environmental Justice (OEEJ), which consists of an Equity Alliance Committee with leaders from each of

the department’s offices; these leaders oversee the broader equity efforts and work to ensure equity and environmental justice are issues reflected in the department’s work. Additionally, the OEEJ has developed a brochure for its staff that details the equity lens it aims to apply to the creation of its budget, programs, and services.

Internal developments in some cases have led to a concerted effort to train staff on equity and thus reshape organizational culture. The Baltimore City Fire Department, along with creating an Equity Committee, has instituted inaugural training for upper management with plans to provide a different equity training on an annual basis.

At the city-wide level, however, the Baltimore City Council’s approval of the Equity Assessment Program led to a dedicated effort by the Mayor’s Office in June 2019 to ensure all of its agencies take actionable steps to identify and address inequitable practices. This has ultimately led to the creation of the Baltimore City Office of Equity & Civil Rights tasked with working alongside other agencies to assess and implement necessary equity measures.

REFLECTIONS

SUMMARY

In its entirety, the Annual Equity Report is a reflection of Baltimore City's progress in addressing socioeconomic disparities and building a more just and fair society for all. The effectiveness of this report as an indicator of city-wide equity measures hinges foremost on collaboration. Through extensive data collection and outreach, the Office of Equity and Civil Rights has worked in tandem with city agencies to best understand the external and internal work being done to dismantle structural barriers. Data on employment figures, office climate, internal practices, and agency services illustrate a city working hard to upend longstanding inequities, particularly those affecting already marginalized groups. From improving access to quality and affordable housing to instituting an equity lens to policy-making, new city-wide initiatives are being implemented to meet the diverse needs of our communities. Although the report is not meant to be comprehensive, it nevertheless serves as an important first step to guiding Baltimore City as it advances equity and removes obstacles to success and opportunity.

WHAT CAN BE LEARNED

Baltimore City agencies have statistically made strides in the effort to advance equity internally and externally. The statistics reflected in the Equity Report reveal a general agency commitment to diversity and inclusion. What can be inferred in the numbers is a clear need to reduce barriers to employment. Historical inequities have placed agencies in a perfect position to redress these issues. We know that Baltimore City is not alone in their struggle to address the longstanding intersecting -ists and -isms across the nation. Baltimore City is unique in that since its inception, structural inequities have impacted the economic, educational, and health disparities of its residents. The Equity Report is a snapshot of the lived experiences of Baltimore city residents as well as agency implementation of equity.

While the journey to advancing equity is not a short one, we are charged with the work of addressing the root of racism, impoverishment, homophobia, trans-antagonism, ableism, ageism, sexism and the structures in place that continue to perpetuate these barriers. Marginalized communities face an overwhelming number of barriers that prevent them from experiencing an equitable personal, professional and environmental life. Though we are in the very introductory stages of measuring and analyzing how equity is implemented, The Office of Equity and Civil Rights is committed to redressing inequitable policies and practices that impact our agencies, residents and the City of Baltimore.

MAIN THEMES

In the individual equity reports, our Baltimore City agencies reflected on their policies and practices and provided recommendations as to how their agency and the City of Baltimore can work together to create a more equitable city. Some main themes included:

- Agencies understand there are communities that have been historically marginalized and treated unfairly
- Agency leadership and staff need to be trained in diversity, equity, and inclusion practices
- Agencies need to either re-allocate resources to implement equitable strategies or need to be allocated additional resources from the operational budget to implement equitable strategies
- Agencies need to improve hiring practices to incorporate equity and increase the diversity of their staff composition
- Agencies need to improve on monitoring and accountability relative to the employment of minority and woman-owned businesses in capital and office projects
- Agencies need to use advocates, community stakeholders, institutions, and philanthropy to help leverage their agencies to promote change

RECOMMENDATIONS

1

Develop Community Liaison and Reporting Structure. Community input is the cornerstone of advancing equity. Many City agencies have individuals who serve in a Community Liaison capacity; however, many of these individuals have not been trained in equitable communication strategies. Further, there needs to be a reporting structure that tracks community complaints as well as liaison accomplishments.

Liaisons should help develop metrics in coordination with the Mayor's Office of Performance & Innovation, The Office of Equity and Civil Rights, and Baltimore City Office of Information & Technology.

2

Improve Access to City Services.

The City should provide residents with more alternative ways to access information, pay bills, and apply for certain services. A Citywide Language Access Plan (including American Sign Language services) should be developed to provide agencies with guidance regarding City standards and legal requirements for reducing language barriers for residents. A needs assessment should be created as well as an inter-agency team to coordinate the review of translation practices, services, and resources with MIMA and OECR.

3

Review of Procurement Practices. The City should ensure its procurement practices are being reviewed through an equity lens. Prioritize exploring opportunities to incorporate diverse, equitable, inclusive, and sustainable strategies in its purchasing and contracting policies as a part of the ongoing review of current procurement processes.

4

Establish Relationships with Trusted Voices. The stigma behind government makes it difficult for community members to trust government actions and intentions. City agencies should actively work to collaborate with community leaders, advocates, and members to engage hard to reach communities.

5

Agency Equity Action Plans. In this first year of the Annual Equity Report, City agencies listed programs, initiatives, and services provided to employees and residents to help advance equity in Baltimore City. These items should be synthesized in one document to help provide and track equitable goals, objectives, outcomes & results.

6

Review of Operations and Capital Budget Allocations.

The Bureau of Budget Management & Resources and The Department of Planning should continue their efforts to incorporate DEI best practices in the creation and review of City budgets.

7

Develop and Grow the Equity Assistance Fund.

The Equity Assistance Fund was established to assist efforts that reduce inequities found in Baltimore City. The fund's resources should be allocated to provide: equity in housing, access to education, assistance to efforts made to redress past inequities in capital budget spending, and assistance to efforts to eliminate structural and institutional racism/other forms of discrimination based on immutable characteristics.

8

Further Analysis of City Workforce.

Currently, the composition of the City's workforce is collected by Human Resources based on employee applications for hire. These applications only ask information regarding race, ethnicity, gender, military status, and disability status. These questions are also voluntary and many individuals chose to opt out of answering these questions due to fear of employment disqualification. The City needs to conduct a robust analysis of its workforce using an anonymous survey to be completed by City employees.

9

Expand the Collection of Demographic Data & City Services.

The City provides a plethora of services and programs for City residents. City agencies should actively work to collect demographic data regarding the sex, age, neighborhood, sexual orientation/gender identity, race, ethnicity, religion, disability status, income level/source of income, familial status, etc. of its constituents.

PROGRAMS/INITIATIVES

A quick overview of the programs and initiatives offered by City Agencies. An expansive listing of programs, initiatives, and highlights can be found in the Appendices in the individual Agency reports

Recreation & Parks

- During the Rec2025 rollout, the department held 15 town halls throughout the city to garner the input of users, utilizing a translator and a sign language assistant in order to accommodate the feedback of everyone; 900 surveys from users were gathered, and the Rec2025 report was made available in both English and Spanish
- Review of the budget to ensure projects are equitably dispersed around the city and that neighborhoods in need of extra attention get the focus they deserve

Mayor's Office of Homeless Services

- Baltimore City Continuum of Care Action Plan on Homelessness - an ongoing effort to provide interventions that produce measurable outcomes on homelessness in the city; currently, the action plan is prioritizing (1) increasing the supply of affordable housing, (2) creating a more effective homelessness response system, (3) transforming the shelter system, (4) improving access to employment and economic opportunity, and (5) instituting a race equity agenda.
- General workplace development by "infusing" an equity lens that will guide the transformation of the workplace culture and the creation of departmental policy

Department of Public Works

- Established the Office of Equity and Environmental Justice (OEEJ), which:
 - Is comprised of an Equity Committee, with leaders from each of the department's offices, to oversee the DPW's Equity program
 - Developed a brochure for the department and the public detailing how an "Equity Lens" will inform the creation of the DPW's budget, program, and services
- Partnered with the Office of Legislative Affairs to provide equity assessments on pending legislation
- Created an Equity Alliance Committee that represent 22 DPW departments overseeing equity issues and working to integrate equity and environmental justice into the DPW's work

Baltimore Development Corporation

- Created an internal Equity Action Panel, gathering the anonymous responses of the panel's self-selected members, which is to be used to assess the organization's equitable practices and inform future decisions

Family League of Baltimore

- Developed a Racial & Economic Equity Analysis Tool that aids in the development of policies that mitigate inequitable practices and the propagation of disparities, unintended or otherwise

Office of Performance Innovation

- Use of CitiStat to "translate equity into its service delivery," allowing for analysis of disparities between different neighborhoods with "higher rates of overdue cleaning SRs compared to others," allowing for identification of underserved communities

Mayor's Office of Employment Development

- Partnered with Associated Black Charities to undergo trainings for all MOED staff on equity concepts including implicit and explicit bias and institutional and structural racism

PROGRAMS/INITIATIVES

Department of Housing & Community Development

- Affordable Housing Trust Fund for low-income households: \$15M+ for FY20 and FY21
 - DHCD FY21 request also includes \$5M of bond funding for affordable housing
- Community Catalyst Grant Program for local, new, and emerging community development organizations: \$3M+ in operating and capital
 - 22/35 awards to emerging organizations, many of which were women- and minority-owned
- Federal Grant Targeting Lead Hazard Reduction, focusing on neighborhoods of high concentration: \$9.75M
- State of Maryland Project
 - CORE Program: blight elimination and development, \$75M/four years
 - BRNI Program: support for Baltimore neighborhood projects/groups, \$12M/year
- Neighborhood Impact Investment Fund for traditionally dis-invested areas: \$52M+, \$7.2M invested
- Weatherization Assistance Program: “provides energy efficient home improvement to low-income households”; improvements reduce utility bills, make home more stable and cleaner, stimulate the economy and provide job placement in the emerging “green economy”
- And other things...

Parking Authority

- Two residential permit parking (RPP) areas are slated to test out a new program called Virtual Permit Parking, which eliminates the need for residents to pick up a physical permit.
 - Pay by Plate Parking Meters (set up in 2019) and Pay by Cell Phone (launching early 2020)

Mayor's Office of Children and Family Success

- Organized “community design sessions” that invited a diverse cohort from city council members, mayor’s offices, and community-based organizations that included exercises and discussions revolving around “the disparity between income and education”
 - 13 design sessions/400+ residents, 845 online surveys, 14 city/state agency surveys and dozens of interviews
- Launched Baltimore Children’s Cabinet that gathers both city and state agencies as well as external partners to coordinate collective youth-serving efforts
- Led the development and implementation of Baltimore City’s COVID-19 emergency food response; from March 16th to June 2nd, 3M+ meals provided, with 300+ food/meal distribution site
 - Also, launched online BH2O application to support the launch of the city’s emergency COVID-19 Water Discount
- Developed the Squeegee Alternative Plan, providing meaningful engagement and career and educational development support for 79 youth

PROGRAMS/INITIATIVES

Baltimore City Law Department

- Equity Taskforce responsible for assessing internal practices with respect to equity while implementing the necessary changes to agency policy to maximize inclusivity and fairness
- Will create a Language Access Program so that the agency's services can be made as accessible as possible to the hearing or visually impaired, non-English speaking, or limited English proficiency community of Baltimore

Enoch Pratt Free Library

- Free bus passes accompanying the Community Youth Corps (CYC), the library system's teen internship program allowing students to partake in community service
- School and Homework Help
- Download capability for free e-books
- Job and Career Centers, computer and printer access
- Mobile Job Center
- Lawyer in the Library Program, Social Worker in the Library Program
- Passport Services
- Emergent Literacy program
- STEM coding workshop for 20 youth
- Books for Me program to "Expand a family's home library"
- "Help Now" program, providing access to expert tutors, 1:1 homework help, skills building, and a 24-hour writing lab
- "Digital Maryland" is offered by Pratt offering free online access to digital versions of rare and unique materials

Department of Planning

- Creation of the Health Food Priority Area Funds, and in its first year, funds supported nutrition supplements at farmers' markets, farm stands, corner stores, and a public market to provide low-income Baltimoreans with better access to affordable fresh produce; also, funds supported a ride share pilot in West Baltimore for low-income residents to get to supermarkets; matching funds for the upcoming state Summer SNAP program.
- Urban Design Visioning Sessions w/ communities in the Mayor's Neighborhood Sub-Cabinet areas, used to inform residents and give them a voice in the urban planning process, which results in tools to help neighborhood CDCs and other non-profits fundraising for projects in their communities
- Equity Analysis of Capital Improvement Program (CIP) released in Aug. 2019, analyzing the distribution of capital improvement appropriations from FY14-20 compared against various equity indicators (to determine who is benefiting from capital improvements)
 - Report aims to inform the DOP and assist in implementing policies that support more equitable fund allocation

Baltimore City Fire Department

- Creation of BCFD's Equity Committee
- Inaugural equity training ("Unconscious Bias") for Top Management Team
- Mobile Integrated Health-Community Para-medicine Pilot Programs
- Completion of Language Access Guidance Plan

PROGRAMS/INITIATIVES

The Office of Equity & Civil Rights

- Housing Discrimination: The Community Relations Commission has placed a special focus on housing; culminating in being awarded a \$101,000 grant from HUD to conduct education and outreach in Baltimore City
- Employment Discrimination: Investigations into discrimination complaints to help eliminate barriers to employment for historically disadvantaged persons
- ADA Certification: The Disabilities Division's ADA Coordinator has received certification to ensure that each agency with 50 or more employees has a designated coordinator and is ADA compliant.
- Labor Trafficking: assisting law enforcement and non-profit entities in the fight against labor trafficking.
- Equitable Policing Policies: The Civilian Review Board will be assisting law enforcement in the development of more equitable policing policies and strategies in response to the Consent Decree

The Department of Finance

- Procurement- new intranet for use by Baltimore City employees, workshops and small business events, work with the LGBTQ Chamber
- BBMR- conducted best practices research, worked to include equity considerations in Council Bill legislative responses
- Included equity as an assessment measure during budget process, worked with Mayor and City Council to pass Ordinance 20-342
- BRC- expanded cashiering system to include various payment types, provided new hires customer service training and refresher training to public facing employees

Department of Transportation

- Forming a committee to monitor, educate, and improve equity

Mayor's Office of Criminal Justice

- Bids for all projects go through Mayor's Office of Minority and Women-Owned Business Development first. If they are unable to find a business to fulfill the bid, it then goes to the general public
- Request For Proposal (RFP) announcement aimed to build the capacity of community-based providers to offer case management and conduct street outreach to this high-risk population.
- Hired summer Mayoral Fellow to help conduct system analysis to determine root causes of inequities as they relate to crime in Baltimore.

The Board of Liquor License Commissioners

- Hiring practices that include equity lens
- Incorporated equity into outreach through Community Liaison
- Collaboration with the Mayor's Office of Immigration to provide language access

APPENDICES

This report was created based on the individual completion of The Advancing Equity Agency Self-Assessment and the Assessment and Accountability reports provided by agencies. In no particular order, Agencies who submitted an Assessment and Accountability Report can be found on the following pages:

BALTIMORE CITY FIRE DEPARTMENT

ORGANIZATIONAL OVERVIEW

The Baltimore City Fire Department (BCFD) is an ISO class 1 department serving a geographic area of 81 square miles with a daytime population exceeding 1,000,000 and a residential population of more than 620,000. More than 1,700 members are assigned across Community Risk Reduction, Safety and Member Services, and Emergency Operations management branches. Those members respond to more than 235,000 calls for service per year utilizing 35 engine companies, 17 ladder companies, 26 24-hour EMS transport units, 10 peak time EMS transport units, 4 critical alert units, 1 heavy rescue and other specialty units.

BCFD provides the community with emergency medical services, fire suppression, basic and technical rescue, emergency communications, disaster preparedness planning and response, hazardous materials mitigation, community fire risk reduction, community recruitment, community outreach, public education, and marine fire rescue programs to Baltimore City residents, businesses and visitors.

MISSION STATEMENT

The BCFD is a diverse and evolving extension of the community committed to providing excellent service to all we serve, in professional and humanitarian way. We pledge to protect lives, property and the environment through a safe, effective, and timely response. We will be innovative in providing service in emergency medical services, fire suppression, rescue, emergency communications, fire prevention, community outreach, education, and other services.

VALUES STATEMENT

The members of the BCFD are dedicated to professionalism, integrity, accountability, and respect for all.

METHODOLOGY

Members of the BCFD's Equity Committee (including the Department's Chief of Staff and members of the BCFD's HR Department) worked together to complete the assessment. Pre-existing data that already was being collected by the agency was used in the report.

SELF-ASSESSMENT ANALYSIS

Strengths based on the results of the assessment:

Though it doesn't necessarily come through in the results of our assessment, the BCFD is very engaged and dedicated in ensuring diversity within the department. The BCFD regularly targets recruitment efforts to increase our diversity within our entry level positions, as well as educating citizens on careers within the department that are open to all. We have an established Recruitment Committee focused on increasing diversity among applicants, and we employ the use of community members on our interview panels for both entry level and top management positions. We have a very structured internal promotion process for union positions; they are determined by negotiated contractual terms and utilize an examination process that allows those that qualify for the positions to sit for the examination process. Promotions are then determined based on ranked scores. We have policies and procedures in place to ensure fairness and equity.

Another area of strength is the BCFD's overall involvement with the community. Fire Department stations are all required to attend monthly their neighborhood association meetings. Every Saturday, our Operational team members provide free smoke alarms and fire safety education during Safety Sweeps in their communities. These programs allow them to be part of the community, as well as to inform and education the citizens of Baltimore. We also have a strong outreach and education program; our Community Education and Special Education division facilitates many community education and special events.

BALTIMORE CITY FIRE DEPARTMENT

Gaps based on the results of the assessment:

- Need for equity training for all employees
- Need for explicit public messaging about BCFD's commitment to equity, diversity and inclusion
- Need for development of a written Equity Policy
- Need for greater training for Equity Committee members and leadership on application of an equity lens to policy, procedures, budgets, etc.

Possible action areas based on the results of the assessment:

- Development and roll out of equity training for all BCFD employees, with enhanced training depending on job function
- Help develop a robust chapter of Women in Fire at BCFD, and help facilitate that chapter's leadership to establish regularly monthly meetings with Chief Ford and leadership, similar to the Labor Unions and the Vulcan Blazers. It is hoped that this would help to provide greater visibility, voice and resources related to particular issues women in the department encounter, including with respect to promotion and advancement.
- Help create and develop a robust chapter of the National Association of Hispanic Firefighters at BCFD, similar to that described above related to Women in Fire.
- Inclusion of equity as a critical element in performance plan of all MAPS employees for FY 21
- Revise BCFD's mission and values statements to explicitly reference BCFD's commitment to equity, diversity and inclusion
- Drafting of an Equity Policy

ADVANCING EQUITY

- Creation of the BCFD's Equity Committee and ongoing training of the Committee
- Inaugural equity training ("Unconscious Bias") for Top Management Team (Deputy Chiefs and above)- plan to facilitate a different equity training annually.
- BCFD Recruitment Team met its goal to increase the number of EMT-FF applicants in the following categories: women, City residents, African American/Black, Hispanic/Latino
- Mobile Integrated Health- Community Paramedicine Pilot Programs. Community-based and cost effective healthcare solutions designed to provide a broad range of health services to fill gaps in healthcare delivery (See Attachment 6)
- Completion of Language Access Guidance Plan for BCFD and rollout of language line for translation services

REFLECTIONS

- Chief Ford and his leadership team are all very strong proponents of the Equity Program and believe a public safety agency of our size could benefit from a full time Equity Manager position.
- We believe we have a lot of work to do, but Chief Ford, the Equity Committee, and BCFD's leadership team are all very excited to continue to expand and enrich our current Equity Program.

THE BALTIMORE CITY LAW DEPARTMENT

ORGANIZATIONAL OVERVIEW

The Baltimore City Law Department (“BCLD”) provides sound legal advice and counsel to its client, the Mayor and City Council of Baltimore. In doing so, the Law Department provides vigorous and successful advocacy of the interests of the Mayor and City Council in litigation matters; protects the corporate and financial interests of the Mayor and City Council in the negotiation and consummation of contractual, financial, and real estate transactions; aggressively defends the Mayor and City Council in liability cases; and furthers the collection efforts of the Mayor and City Council.

BCLD was established by the City Charter. The head of the department is the City Solicitor, who is appointed by the Mayor and City Council. Under the City Charter, the City Solicitor is the legal adviser and representative of the City including the Mayor and City Council as well as the several agencies, officers, commissions, boards and authorities, and has general supervision and direction of the legal business of the City.

The City Solicitor also oversees and directs the work and activities of twelve (12) practice groups within the department. The practice groups cover a myriad of legal matters and proceedings that include: Defensive Litigation; Affirmative Litigation; Workers Compensation; Labor & Employment; Claims Investigation; Collections; Real Estate; Land Use; Advice & Opinions; Appellate Litigation; Contracts; and Police Legal Affairs. The Minority and Women’s Business Opportunity Office, which is responsible for the certification of Minority Business Enterprises and Women’s Business Enterprises, is also in the Law Department and overseen by the City Solicitor. The department is comprised of 110 staff members: 61 attorneys and 49 administrative and legal support staff.

In this report, you will find that BCLD continuously provides its clients with skilled legal advice in a timely and efficient manner. While equity is not an afterthought, the Department handles each matter with accountability and responsiveness as reflected in our values of integrity, service, excellence, and teamwork.

METHODOLOGY

As a city law department, we must know that people matter, more importantly, the people of Baltimore. Almost every indicator of well-being shows troubling disparities/dis-proportionality by race, gender, and social-economical classes in the city. These disparities are often created and maintained inadvertently through policies and practices that contain barriers to opportunity. It is only possible to close equity gaps by using strategies determined through an intentional focus on the classes that have historically been marginalized in this city (i.e., race, gender, religion, sexual orientation and income) – if opportunities in all key areas of well-being are equitable, then equitable results will follow. Given the right message, analysis, and tools, BCLD’s staff will work toward equity as proscribed by BALT. CITY CODE (2019 ed.), Art. I, § 39.

With that, BCLD undertook to answer the question of the Equity Assessment. We reviewed internal and external data that directly responded to, or provided us guidance to, the equity questions. Thereafter, we discussed the information with key leadership and staff within BCLD to obtain their comments on BCLD responses. Thereafter, we reviewed and considered the leaders’ comments to add them to BCLD analysis. Finally, we developed an action plan and implementation strategy (discussed below) to advance equity while ensuring that BCLD’s decisions and actions serve the best interest of the city.

The data for the assessment was collected using the following methods:

- Review historical documents and records
- Captured the oral historical perspectives of BCLD
- Interviewed staff/attorneys

BALTIMORE CITY LAW DEPARTMENT

SELF-ASSESSMENT ANALYSIS

This is the first time that the Law Department has [formally] assessed itself with an equity lens. This activity was fruitful in allowing us to redefine ourselves and the role that the Law Department shares in ensuring equity throughout city government.

The departmental leadership is committed to equity within the operations of the Law Department and the legal services that it provides to its sole client, Baltimore City. The Leadership is committed to advancing and advocating for equity within city government and for its clients (including citizens of Baltimore City); ensuring staff and attorneys are appropriately trained and understand what is equity, specifically, to city government; and creating and implementing policies, practices, and procedures that ensure fair and equitable standards for all persons, regardless of race, gender, religion, disabilities, etc.

Agency's strengths based on the results of the assessment

- The City of Baltimore's Office of Equity helped us to identify gaps in our services where we should be more intentional in ensuring the operations are reflective of equitable practices for our clients as well as the constituents of Baltimore City.
- In addition, we have become keenly aware that ensuring psychological safety for everyone is key to ensure a good office environment. We have learned that staff are aware of many barriers to persons affected by historical inequities, which is the reason for the legal profession to pro-mote equal opportunity, equity, and justice in Baltimore City.
- More importantly, BCLD's staff are open and willing to develop and implement meaningful plans, policies and actions that help to alleviate the barriers and obstruction of inequities that have plagued Baltimore City far too long.

Agency's gaps discovered based on the results of the assessment

- Some people were unaware of the past action of Baltimore Civic Leaders that brought the city to this point of inequity
- BCLD must develop an equity plan and/or policy that redresses historical inequities in the office
- There has been a lack of office-wide equity training office wide
- There are many key definitions of equity that some were unaware of
- Leadership should be more intentional and thoughtful of the department's climate to ensure respectful communications and a diverse environment

Possible action areas based on the results of the assessment include

- Establishing an agency wide equity committee and developing a comprehensive equity plan with measurable actions
- Reconstituting the CAP tripartite Board of Directors
- Making a public commitment to equity

ADVANCING EQUITY

Agency Highlight: Affirmative Litigation

Since September 2017, the Affirmative Litigation Section has strategically pursued entities that harm the City and its residents. Through its efforts, this Section has addressed historic inequities through litigation. Even though our client is the city (and our cases do not specifically benefit individuals or groups), our work will aid in redressing inequities that historically affected low-income African American and Latinx people in Baltimore City. Some highlights of the Affirmative Litigation' current cases that can potentially redress aspects of inequity in our City include:

Mayor and City Council of Baltimore v. Purdue Pharma L.P. et al.: a state tort suit to recover money damages to both provide rehabilitative services to those caught in the cycle of opioid abuse, and to effectively curtail illegal opioid supply chains within the City. Baltimore residents impacted by opioid abuse disorder, and by the violent drug gangs that profit from the black-market opioid trade—are disproportionately low-income, Latinx, and African American.

BALTIMORE CITY

LAW DEPARTMENT

Mayor and City Council of Baltimore v. BP PLC et al.: state tort suit to obtain money damages to mitigate and alleviate climate damage caused by the products of the fossil fuel industry. While climate damage impacts everyone, it impacts those with the least resources [the most] with the most devastating and life-threatening consequences. Heat islands in the City track our poorest African American neighborhoods. As do asthma rates and a host of other climate risks.

Public Charge Rule: Mayor and City Council of Baltimore v. Trump, et. al.: an Equal Protection and Administrative Procedure Act challenge to changes by the U.S. Department of State to the Foreign Affairs Manual's (FAM) definition of "public charge" to deny admissibility to anyone who has ever used a "government benefit" (which could include kids in public schools, Head Start, immunizations, emergency medical care, food stamps, etc.) or anyone whose family member, dependent or sponsor has ever done so. This new rule is racist. Since it went into effect, exclusions of Mexicans, Dominicans, Pakistanis, Haitians, and others from "brown-skinned" countries have increased by over 300%. Exclusions from Canada, Georgia, Belarus and other "white-skinned" countries have not increased. These FAM provisions are also anti-immigrant, which impacts ethnic minorities.

Mayor and City Council of Baltimore v. Azar: sought an injunction preventing a new United States Department of Health and Human Services (HHS) regulation from going into effect that would harm the public health and impose costly harm on the City. The "Denial of Care" Rule would require all recipients of Public Health Services Act funds to allow anyone involved in provision of health care (including receptionists) to refuse care (but not necessarily to tell the employer, the patient, or to provide a referral) because of an asserted "religious, moral, ethical or other" objection. The objection could be an antipathy toward a particular group of people (i.e., LGBTQ people, IV drug users, sex workers, homeless people, etc.), or toward a particular health service (i.e., contraception, sterilization, abortion, gender conformance, etc.). The City's Health Department and Emergency Medical Services obtain much of their funding from the Public Health Services Act. When a New York judge permanently enjoined the Rule in a sister case, our case was dismissed without prejudice. We are watching the NY case which is on appeal and we will reinstate our suit should the Rule be revived.

Healthy Teen Network and Mayor and City Council of Baltimore v. Azar et al.: HHS informed the Baltimore City Health Department that it was terminating its five-year, \$9 million, Teen Pregnancy Prevention Program grant after only three years. Affirmative Litigation filed suit and obtained summary judgment prohibiting HHS from terminating the City's grant, which enabled critical teen pregnancy prevention education to continue in the City's middle and high schools.

Mayor and City Council of Baltimore v. Azar: Affirmative Litigation filed suit to prevent HHS from imposing a new Rule on health care providers of reproductive health care services that would require them to engage in the unethical practice of medicine. When our injunction against the Rule was vacated on appeal, the City's Health Department withdrew from the federal Title X Program, thus, jeopardizing funding for critical health services for our low-income residents. In hard fought litigation, we obtained a permanent injunction against the Rule in Maryland, and we are now awaiting a decision from the full Fourth Circuit, en blanc court.

BALTIMORE CITY LAW DEPARTMENT

Future Plans to Redress Historical Inequities

- The Law Department will institute an internal Equity Taskforce to put forth an educational equity policy that affirms the culture and humanity of all human beings that encounter the Law Department
 - The goals of the Task Force will be to assess internal practices of the Law Department, such as structural equity, procedural equity, distributional equity, and inclusivity.
- Labor and Employment Practice Group
 - Disparities or the effects of discrimination exists in virtually every key indicator of child, family, and community well-being. This fact holds true in city agencies. Research has shown that many inequitable impacts are produced inadvertently (e.g., disability discrimination) through decisions that may not explicitly address race, may appear race-neutral, or may even be offered to address racial disparities. The impacts produce unequal opportunities for family and community economic success, poverty, high school and college graduations, debt accumulation, affordable and healthy food options, burden on the public system, asset accumulation, as well as access to good jobs and job networks.
 - The Labor and Employment Section will seek to collaborate with city officials and agencies to address historical discriminatory practices to (1) coordinate with BCHR to develop training modules based on real-life fact patterns; and (2) advise on developing protocols in conjunction with the Labor Commission and BCHR to reduce discrimination, and advise managers or future managers of their possible biases even though they believe their actions are neutral.
- Language Access and Interpretive Services Program
 - Creating a Language Access Program will provide the Law Department a blueprint of its intention to improve communication with individuals who are hearing or visually impaired, non-English speaking, or have limited English proficiency by outlining the Department's goals and specific strategies for accomplishing those goals. The plan will hold us accountable and provide us a benchmark from which to build trust. We will do so by gaining a comprehensive understanding of persons with interpretation or translation service needs.

CONCLUSION

While we (the BCLD) are aware of the historical inequitable practices and policies that have impacted city government and Baltimore City's citizens, we are now able to identify gaps in our own services and implement policies, practices, and procedures to close the gaps and add to the overall equity initiative of city government. We are excited about the opportunities that this initiative will provide for the department's staff; opportunities to work with and advocate on behalf of our clients and city constituents; and advance the cause of equity city-wide. We are prepared to take on this much needed role to be true champions for equity for all persons while strengthening our operations and the services that we provide.

MAYOR'S OFFICE OF CHILDREN & FAMILY SUCCESS

ORGANIZATIONAL OVERVIEW

The Mayor's Office of Children & Family Success (MOCFS) was created in July 2019 by Mayor Bernard C. "Jack" Young. MOCFS is charged with radically improving the lives of Baltimore's children and families by ensuring access to the resources and opportunities needed to succeed and thrive. MOCFS absorbed the existing City programs of the Baltimore City Community Action Partnership, Head Start, the Mayor's Office of African American Male Engagement (AAME), and oversight and staffing of the Baltimore City Youth Commission.

From the start, we realized that our communities know what children and families need to thrive. So, we asked them to help inform our office's priorities and set our strategic direction. Our partner agencies and the Children's Cabinet all point to seven clear priorities:

1. Increase early childhood development
2. Decrease youth food insecurity
3. Decrease youth homelessness
4. Increase youth literacy
5. Increase trauma-informed care for youth
6. Increase youth diversion practices
7. Break down historical barriers to success for Black boys and young men

Community Action Partnership (CAP)

The mission of Community Action Partnership is clear – to effectively eradicate the causes and conditions of poverty. CAP provides critical programs and services spanning energy and rental assistance, administration of the City's discount water program, case management, financial literacy resources and food and nutrition programs. MOCFS oversees five CAP centers geographically dispersed throughout the City and employs 100+ full-time employees. The Centers, which absorbed the Office of Home Energy Programs from the Department of Housing and Community Development in Fiscal 2015, help more than 30,000 Baltimore City households secure energy assistance each year. Since CAP receives federal funding through the Community Service Block Grant, a tripartite board is required to participate in the development, planning, implementation, and evaluation of the program to serve low-income communities.

Baltimore City Head Start

Baltimore City Head Start (BCHS) strengthens families by providing a seamless delivery of family-focused, comprehensive services that ensure all eligible children, regardless of economic circumstances, have the opportunity for educational achievement and a happy and productive life. Equity, inclusion, cultural and linguistic responsiveness is inherent in the work on a national and local level. In fiscal 2015, the U.S. Department of Health and Human Services began awarding Head Start funding through a competitive process. This resulted in Head Start and Early Head Start funding for the City of Baltimore and four nonprofit providers under a consolidated plan to provide early childhood services in the City. The Baltimore City Head Start Collaborative (the Collaborative) was created and is comprised of the following organizations: Associated Catholic Charities of Baltimore, Inc. (Catholic Charities), Maryland Family Network, the Mayor's Office of Baltimore City, St. Vincent De Paul of Baltimore, and the YMCA in Central Maryland. With Baltimore City as the largest of the five (5) providers, each supports approximately 700 children and family during the year. Additionally, BCHS maintains a formal structure for program governance that includes a governing body, a policy council at the agency level and policy committee at the delegate level, and a parent committee.

METHODOLOGY

The following methodologies were used to conduct an equity assessment of our existing policies and practices:

- Surveyed the senior leadership team, selected mid-level managers and staff
- Interviewed division directors to assess overall policies and practices including policies required by federal and state funding sources
- Held preliminary discussions to identify barriers to equity and opportunities for capacity building toward equity

MAYOR'S OFFICE OF CHILDREN & FAMILY SUCCESS

SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, & Governance

Agency's strengths based on the results of the assessment

The strength of our agency is grounded in our foundation of providing critical programs and services to children and families who face unacceptable odds. Our strategic framework serves as our North Star — and love for our children, community, and city as our core value — will radically improve the lives of children and families in Baltimore. Our goal is to change the odds of systemic poverty and institutional racism, and the inequities that flow from these issues.

As a new agency, we have evaluated our division's leadership teams, boards, committees and governance structures to ensure compliance with mandates required by our funding services and the mission. CAP's tripartite board requires that a minimum of one-third of tripartite board membership be comprised of representatives of low-income individuals and families who reside in the areas served; and, one-third must be elected officials or their representatives and the remaining board members must be chosen from major groups and interests in the community served. BCHS governing bodies must reflect the community to be served and include parents of children who are currently, or were formerly, enrolled in Head Start programs.

Agency's gaps discovered based on the results of the assessment

Although our assessment uncovered some gaps, we believe MOCFS is in an advantageous position to seamlessly introduce change relating to equitable practices. The following gaps were uncovered:

- A clear, consistent public commitment to equity made throughout all divisions
- Agency-wide, internal structure that has goals to regularly examine policies, practices and processes to identify, measure and redress inequities
- Adherence to CAP board representation by all categories

Possible action areas based on the results of the assessment include

- Establishing an agency wide equity committee and developing a comprehensive equity plan with measurable actions
- Reconstituting the CAP tripartite Board of Directors
- Making a public commitment to equity

Equity Policies & Implementation Practices

Agency's strengths based on the results of the assessment

During the initial stages of developing the strategy, MOCFS worked diligently to engage a diverse stakeholder group to inform the office's priorities and set our strategic direction. We partnered with City Council members, Mayor's Offices (such as MIMA) and various community-based organizations to invite a diverse population to participate in our community design sessions. To set a stage of inclusiveness and equity, council district demographics were intentionally introduced in the beginning of the session specifically focused on the disparities around income and education. Sessions included four exercises that facilitated deeper conversation highlighting marginalized populations. As the exercises were completed, the needs, strengths and areas of focus were captured to inform the agency's strategic framework. We also conducted a "design session" by youth for youth, where we trained young people to act as facilitators and lead the session with their peers. The data and feedback gathered informed the MOCFS strategic framework addressed seven priorities to address inequities across the city.

MAYOR'S OFFICE OF CHILDREN & FAMILY SUCCESS

Since the primary sources of funding for BCHS and CAP are federal and state dollars, their governance structure is designed with an equity lens in mind which is consistently evaluated. BCHS and CAP have federally mandated Performance Standards and Organizational Standards, respectively. These standards ensure that they take an in-depth look at their internal policies and procedures and identify areas of strength and areas for improvement including equity. Additionally, BCHS and CAP are mandated to conduct comprehensive community needs assessment to determine the needs, identify the gaps in services, understand the underlying causes and conditions of poverty within the community they serve and identify the available resources to address the unmet needs of the community's most vulnerable residents. Finally, both BCHS and CAP are mandated to maintain an updated strategic plan which acts as a blueprint for implementing the mission and vision.

Agency's gaps discovered based on the results of the assessment

- Consistent equity implementation practices across divisions
- Strategic plans that are inclusive of input from representatives of diverse communities

Possible action areas based on the results of the assessment

- Update the CAP community needs assessment and strategic plan
- Recruit CAP board members to ensure the board reflects and promotes the unique anti-poverty leadership, action, and mobilization responsibilities assigned by law to community action agencies.
- Review of agency policies and procures
- Review of operating budgets
- Review of Minority, Women Owned, and/or Small business contracts
- Review of divisions strategic plans

Departmental Climate, Culture, Training, & Communication

Agency's strengths based on the results of the assessment

BCHS programs follow federal Affirmative Action laws closely to ensure that the workforce represents the diversity of the children and families we serve. In addition, we also ensure compliance in upholding nondiscriminatory practices against a job applicant or employee because of race, color, religion, sex (and being pregnant), national origin, age, disability or genetic information. BCHS recruits employees using the Equal Employment Opportunity program model off of the EEOC and once hired, program specific training is provided around diversity and inclusion. BCHS receives \$90,000 allocated to trainings that include aspects of diversity, equity and inclusion so that federally funded staff have ongoing training opportunities to provide Head Start services in an equitable and inclusive way. All federally funded staff are offered trainings that have aspects of diversity, equity and inclusion.

Agency's gaps discovered based on the results of the assessment

- Consistent equity policies and procedures as it relates to culture, training and communication across divisions
- Consistent practices and structures in place to support the diversity and inclusion of all employees across all divisions

Possible action areas based on the results of the assessment

- Allocate funds for training related to diversity, equity, and inclusion
- Establish equity training plan for agency employees

MAYOR'S OFFICE OF CHILDREN & FAMILY SUCCESS

Service-Based Equity

Agency's strengths based on the results of the assessment

MOCFS is dedicated to taking steps to provide meaningful access to City services to all people. MOCFS has an existing Language Access plan in process and is working closely with the Mayor's Office of Immigrant Affairs to finalize its plan; see attachment.

To ensure critical information is distributed deep into the community and reaches underserved residents, CAP disseminates information through community neighborhood associations, and provides information to community agencies who serve underserved communities. CAP also utilizes its newsletter as an information source. Many of our agency's services are provided to under-served communities, and we strategically align our outreach efforts to connect with residents where they are--we target where they live, city agencies/organizations they utilize, places they frequent. In our first year, we worked closely with MIMA and LGBTQ Affairs to include their under-served constituents in our outreach efforts.

BCHS has strengths incorporated as a federally funded program, such as:

- BCHS conducts a mid-year and end of the year parent satisfaction survey. Results are shared with the Governing Board and Policy Council and are used to inform the programming as well as goals and objectives for the program. For example, 79% of parents completed the Mid-Year Parent Satisfaction Survey and recommended adding more field trips to program offerings. BCHS used this information to allocate more funding to the summer budget for parent/child field trips.
- BCHS's goal is to serve the lowest income, most disadvantaged and vulnerable children and families. BCHS' Community Needs Assessment highlights zip codes with children ages 3-4 with the highest poverty rate. Family Services staff target these areas by disseminating program information with the goal of enrolling these families into the program.

Agency's gaps discovered based on the results of the assessment

- Documentation of service-based equity plan for CAP and AMME
- Complete integration of language access with specific focus on AAME
- Consistent practices to capture residents' satisfaction with programming and/or services with specific focus on CAP and AAME

Possible action areas based on the results of the assessment

- Roll out Language Line in AMME
- An intentional focus on growing immigrant populations
- Administer satisfaction survey for CAP and AMME

ADVANCING EQUITY

- Obtained diverse input/feedback from community design session:
 - 13 design sessions/400+ residents, 845 online surveys, 14 city/state agency surveys and dozens of interviews
- Launched Baltimore Children's Cabinet. First leadership body in more than a decade dedicated to the well-being of Baltimore's children and youth. The cabinet convenes city and state agencies and key external partners to align and bolster the city's collective youth-serving efforts. Collective impact work requires guidance, steering, keeping us all aligned and on track. The cabinet will guide the collective efforts to advance the seven priorities.

MAYOR'S OFFICE OF CHILDREN & FAMILY SUCCESS

ADVANCING EQUITY (cont'd.)

- Dedicated Outreach and Engagement. The need for agency level outreach was established early in the timeline. Two full-time positions were filled dedicated to outreach and engagement, with one position specially focused on engaging youth. The other position's responsibilities include leading the Community Action Partnership (CAP) Outreach Work Group that was formed in March 2020. This outreach group includes two representatives, outreach ambassadors, from most CAP centers. The outreach ambassadors volunteered to advance CAP's outreach efforts at the center level.
- Developed Squeegee Alternative Plan. Meaningful engagement of 79 youth (facilitated return to school for 39; secured employment for 24; supported 3 to graduate)
- Expanded role during COVID-19 Pandemic:
 - Led the development & implementation of city's COVID-19 emergency food response. To date, 3 million+ meals (March 16-June 2), 300+ food/meal distribution sites and created youth employment opportunities to support meal distribution efforts.

CONCLUSION

MOCFS FY21 Key Focus Areas – A Path Forward

To promote equitable policies and procedures as we move forward, MOCFS will focus on the following key areas in FY21:

- Sustain & expand the Squeegee Alternative Plan
 - Build on the momentum of Year One's meaningful engagement of 79 youth
 - facilitated return to school for 39; secured employment for 24; supported 3 to graduate
- My Brother's Keeper-Baltimore
 - Assign dedicated staff to launch the MBK national framework in partnership with community advisory board
 - Planning for Rites of Passage 2021
- Finalize & launch Children's Cabinet action plan
 - Implement work plans for each of the seven priorities

CAP FY21 Key Focus Areas – A Path Forward

To promote equitable policies and procedures as we move forward, MOCFS will focus on the following key areas in FY21:

- Increase programming with supplemental CARES Act dollars
 - Partner w/community agencies to expand programming to address increased food insecurity
 - Partner w/Department of Housing & Community Development on an eviction prevention program
- BH2O (Water Assistance Program) campaign
 - Significantly increase enrollment in the water discount program for residents
- 1-on-1 financial counseling
 - Partner with Mayor's Office of Employment Development, the Cities for Financial Empowerment Fund & Bloomberg to position CAP centers as Financial Empowerment Centers to assist the transition from financial vulnerability to financial security. CAP will leverage the best practices shared by the national association related to incorporating a racial equity lens in financial empowerment program design

BCHS FY21 Key Focus Areas – A Path Forward

To promote equitable policies and procedures as we move forward, MOCFS will focus on the following key areas in FY21:

- Ensure all open slots (approx. 1,000) are filled for 2020-21 school year
 - Provide online registration via the newly launched parent portal
 - Increase school readiness among students
 - Improve student attendance
 - Provide comprehensice support for families

MAYOR'S OFFICE OF CRIMINAL JUSTICE

ORGANIZATIONAL OVERVIEW

To advance the Mayor's public safety goals for crime reduction and criminal justice through the coordination of strategic and community partnerships, and application of data-driven, evidence-based crime reduction strategies and programs.

METHODOLOGY

Both qualitative and quantitative assessment methods were used in collecting this information

SELF-ASSESSMENT ANALYSIS

Agency's strengths based on the results of the assessment

The Mayor's Office of Criminal Justice (MOCJ) has 11 women and 8 men. Of them there are 6 Caucasian people, 11 people of color, and 2 of other ethnicity. There is a lot of diversity within the Mayor's Office of Criminal Justice. MOCJ goes through great lengths to ensure that our hiring process is equitable. We use a rating scale for everyone to ensure that the hiring process is fair. When developing policies and procedures for MOCJ, equity lenses are used in processing, analyzing, and diagnosing the impact of its policies and procedures to identify and potentially eliminate barriers.

Agency's gaps based on the results of the assessment

MOCJ can work to ensure that all employees are trained and knowledgeable at the basic level about the range of barriers to equal opportunity and equity in Baltimore City

Possible action areas based on the results of the assessment

These are actions that we will take in the next 12 months:

1. Ensure that all MOCJ employees are trained and knowledgeable at the basic level about the range of barriers to equal opportunity and equity in Baltimore City
2. Create an internal team with staff trained to guide the ongoing work to remove barriers to opportunity and reduce disparities
3. Regularly assess workforce composition by protected classes and develop and implement strategies that will increase diversity at all levels of management.

ADVANCING EQUITY

1. When MOCJ puts out bids for projects we go through small businesses and WBE first, and if they can't fulfill the bid, then it goes out to the general public.
2. Right now we're looking to fulfill an RFP that will require us to hire a contractual Re-Entry Coordinator. We have put measures in place in order to advertise to a diverse group of candidates.
3. We're working with a summer Mayoral Fellow that is helping us do some system analysis to determine root causes of inequities as they relate to crime in Baltimore.
4. Highlights - MOCJ has a diverse group of people working together.

THE BALTIMORE CITY DEVELOPMENT CORPORATION

ORGANIZATIONAL OVERVIEW

The Baltimore Development Corporation is a non-profit quasi-governmental agency serving as the city's economic development agency. We exist to create an environment where every person starting, building and growing a business in Baltimore City has the resources and support to succeed so that every Baltimorean can prosper through economic opportunity.

MISSION STATEMENT

The Baltimore Development Corporation (BDC) is the economic development agency for the City of Baltimore. Our mission is to grow the city's economy in an inclusive manner by retaining, expanding and attracting businesses and promoting investment, thereby increasing career opportunities for residents.

VISION STATEMENT

Baltimore City is growing, providing economic opportunity for everyone, and promoting prosperity regardless of race, gender, or class. We nurture and attract a diverse population of entrepreneurs and creative thinkers, and the city is a leader in social innovation, healthcare, education, cyber-technology, bioscience, finance, and the arts. All are welcome and all can prosper in Baltimore.

EQUITY STATEMENT

BDC is committed to a more equitable economy by supporting minority and women-owned businesses and promoting investment in neighborhoods that have been negatively impacted by institutional racism and/or generational poverty. We develop strategies and facilitate collaboration among our partners to intentionally create an inclusive and equitable economy.

The BDC is comprised of the following departments and number of employees:

- Business & Neighborhood Development (18)
- Strategy, Research, and Analytics (5)
- Finance and Accounting (4)
- Marketing, Communications & External Relations (4)
- Administration (3)
- Opportunity Zone (1)
- Executive Team (3)

In addition, the BDC supports two additional programs: the Emerging Technology Center (ETC), and Made in Baltimore (MIB). The ETC's mission is to foster a transformative community of tech-savvy, innovative, entrepreneurial people looking for creative collaboration to accelerate their growth potential and make a powerful economic impact on the City of Baltimore and beyond.

Made in Baltimore aims to spur re-investment in Baltimore City by growing the market for locally produced goods. MIB does this by supporting local makers and manufacturers through a local-brand certification program, promotion and marketing events, and business development services.

METHODOLOGY

Section 1 of the equity report was compiled through the anonymous responses of the Equity Action Panel, which is comprised of self-selecting individuals within the Business and Neighborhood Development teams (including mid-level managers, senior employees, and mid-level employees). The responses were collected anonymously by the Equity Coordinator, who then averaged the responses and recorded them. All additional information has been compiled via existing work groups for equity-related projects, such as the RFP for the Comprehensive Economic Development Strategy, or the Racial Equity Impact Assessment for the real estate RFP process.

THE BALTIMORE CITY DEVELOPMENT CORPORATION

METHODOLOGY (cont'd.)

Question #	POC Response (averaged out of 6 respondents)	White/Caucasian Response (averaged out of 4 respondents)	Averaged Response (averaged across 10 total respondents)
1	.33	.75	.5
2	.67	1.25	.9
3	.83	1	.9
4	1.33	1.5	1.4
5	.83	1	.9
6	1	2.25	1.5
7	.5	.5	.5
8	.5	.5	.5
9	.67	.25	.5
10	0	.25	.1
11	0	0	0

SELF-ASSESSMENT ANALYSIS

Agency's strengths based on the results of the assessment

- The Equity Action Panel was able to honestly and expediently identify BDC's current baseline.
- The BDC has incorporated the Equity Coordinator's work into the agency's work, namely through the real estate RFP process and the upcoming public engagement, staff training, and methodologies of the Comprehensive Economic Development Strategy.
- The BDC is currently undergoing an internal agency-wide conversation to update the mission, vision, and purpose statement to more directly incorporate equity goals.
- In gathering information for the 2020 Comprehensive Economic Development Strategy, the BDC has convened over 120 partners from diverse industries and demographic backgrounds in order to more equitably inform the strategy.

Agency's gaps based on the results of the assessment

- Equity Impact Assessments. While the BDC has incorporated a starting level Equity Impact Assessment for the Real Estate RFP program, similar assessments for the loan program and facade improvement grant program have yet to be conducted. Additionally, the evolution of these programs should also consider incorporating feedback from the Equity Action Panel to ensure that both questions and processes are equitable.
- Training. Responses to the assessment indicate that BDC staff of all levels, including senior leadership, mid-level managers, senior and mid-level employees are not all trained and knowledgeable at a beginner's level regarding the issues related to barriers to equal opportunity and equity in Baltimore City.
- Limited English Proficiency. While the BDC has provided some materials for business owners, day to day translation and general service materials are not yet widely distributed amongst business owners with limited English proficiency.

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Possible action areas based on the results of the assessment

1. Mission/Vision Statement. As of March 2020, BDC has been engaging staff over the last 4 months in a process to rewrite a purpose statement and equity statement. Once complete, this will provide the agency with common language and a shared understanding of equitable goals via the equity statement.
2. Equity Training. As indicated by the assessment, the BDC should continue forward in staff training and education to ensure that all of BDC staff are all trained and knowledgeable regarding barriers to equal opportunity and equity in Baltimore City. BDC has already taken steps towards identifying a partner/consultant who will provide this training and has released an RFP for an additional racial equity consultant, to include training for members of the team leading the Comprehensive Economic Development Strategy process.
3. Resource allocation. To expound on the question, BDC might engage staff and additional community and industry partners in the Comprehensive Economic Development Strategy (CEDs) process on improving resource allocation, such as through the CIP process or loan fund evaluations, in order to better reflect the goal of reducing barriers to opportunity.
4. Hiring practices. BDC could implement a demographic disaggregation process to better track the demographics of its teams as well as its board to ensure the longevity and continuation of a diverse staff and board.

ADVANCING EQUITY

Racial Equity Impact Assessment

In March 2019, the BDC released the first Baltimore City RFP with a racial equity impact assessment (attached). This assessment was created to ensure that both the process and the outcome of this property disposition were equitable.

The first iteration of the Equity Impact Assessment (attached) begins by providing the BDC's equity statement, calling all partners to be driven by the same principles of intentional inclusion as the BDC. Definitions for Structural, Procedural, Distributional, and Trans-generational Equity are attached. The Equity Impact Assessment includes an Exhibit G. with four parts.

1. This component required all teams to provide the MBE/WBE and Baltimore-City based status of their partners and investors. This question informed the BDC of the project's perspective on equity through a structural lens.
2. This component required developers to select and discuss defined impact goals, which were designed to elicit information regarding the project's procedural and distributional equity.
3. By requiring a list of existing community partners, stakeholders, and organizations in section 3, the Equity Impact Assessment sought to highlight the developer's plans for both distributional and trans-generational equity.
4. The Equity Impact Assessment elicited the developer's goals for impact measurement, or equity through a trans-generational lens

Equity Action Panel

As a process of the REIA, the BDC formed an internal Equity Action Panel to convene and discuss the responses of the assessment. Upon receipt of developer responses to the RFP's, all members of BDC's Neighborhoods and Business Development teams were invited to participate in an Equity Action Panel to collectively review the RFP responses through the following equity lens questions:

Structural Equity

- o Are decision makers representative of the communities they seek to serve?
- o What is the decision makers' capacity of understanding for community needs?

Procedural Equity

- o How are Baltimore businesses and residents who have been historically excluded from development processes being authentically included in the planning, implementation, and evaluation of the proposed policy or project?

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Distributional Equity

- o In what ways does the developer's proposal build on existing community partner initiatives?

Transgenerational Equity

- o In what ways does this project create opportunities or result in unfair burdens on future generations of Baltimore residents, if any?

The Equity Action Panel consisted of 10 individuals and identified as the following:

- 40% Black/African American
- 30% White/Caucasian
- 20% Asian American Pacific Islander
- 10% Latinx

The panel met 4 times, for 1.5 hours each to review each proposal's project narrative and equity impact assessment responses through the questions above. For responses that required additional explanation, the Panel consolidated a list of questions to follow up with the respective developer. The responses to these additional questions were incorporated into a final writeup that incorporated a holistic review of each project. This holistic staff writeup was then submitted to a subset of BDC's board tasked with reviewing this RFP for consideration.

As a result of this process, the Lexington – Howard Street RFP was awarded to two developers. A medium scale Baltimore City-based developer was encouraged to bring in an additional MBE equity partner and provide additional access to private capital for small MBE/WBE retailers; two conditions to which this developer complied. Additionally, a small MBE/WBE developer was awarded a property to expand their company into Baltimore's Downtown market.

Racial Equity Training

On February 26, 2020, the BDC released an RFP for services for a racial equity lens to be incorporated into the Comprehensive Economic Development Strategy, known as Baltimore Together. The services to be covered included: Equity Framework Based Review, Equitable Methodology, Community Engagement Focus, and Equity Training.

Equity Framework-Based Review

The goal will be to ensure that language remains accessible, impact measurements address areas of interest expressed in community engagement, and historically marginalized or disinvested communities are prioritized.

Equitable Methodology

The goal will be to create race-conscious, equitable methodology and processes.

Community Engagement Focus

The goal will be to ensure that the voices, challenges, and strategies of historically marginalized communities are incorporated into the Comprehensive Economic Development Strategy.

Equity Training

The goal will be to further propel an historic and modern understanding of racism and racial equity into actionable strategies for the Comprehensive Economic Development Strategy process and implementation.

As of June 2020, BDC will no longer be able to contract and retain an equity consultant in the scope that we had originally anticipated for the CEDS process due to budget changes. However, because the racial equity framework and lens remains a vital component to this process, BDC, in coordination with the equity coordinator and industry-wide participants will take an internal approach to ensuring that the CEDS strategies and processes uphold principles of racial equity.

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COVID-19 Recovery

Since the start of Baltimore City's COVID-19 safety measures, Baltimore Development Corporation responded by creating an outreach survey for all businesses affected by the pandemic. As of May 2020, 816 businesses had completed the survey. For every survey completed, a member of the BDC's Neighborhood and Business Development team followed up for a one-on-one conversation to assist that business in navigating through financial support resources, including but not limited to the Maryland State Commerce Loan and Grant process, the SBA's Emergency Injury Disaster Loan and Personal Paycheck Protection programs, the Local Initiatives Support Corp (LISC) Entrepreneurs of Color Fund, amongst others.

Of the businesses who participated in a follow up survey conducted by BDC's Neighborhood and Business Development team, the chart below depicts a summary of respondents by demographic and by:

Row Labels	Count of Minority-Owned Business	Sum of Businesses with No Employees	Sum of Businesses with Employees	% No Employees	% With Employees	% Total
African American	70	8	62	15.38%	21.02%	21.60%
Asian American	18	1	17	1.92%	5.76%	5.56%
Hispanic American	21	4	17	7.69%	5.76%	6.48%
Native American	1	0	1	0%	0.34%	0.31%
Not a minority business	209	38	171	73.08%	57.97%	64.51%
More Than One Racial Minority	4	0	4	0%	1.36%	1.23%
(blank)	1	1	23	1.92%	7.80%	0.31%
Grand Total	323	52	295	100%	100%	100%

Following the independently conducted outreach, BDC joined a larger ongoing initiative supported by the Annie E. Casey Foundation, Aaron and Lillie Straus Foundation, Abell Foundation, Baltimore Community Foundation, Goldman Sachs Foundation, JPMorgan Chase, Opportunity Finance Network, PNC Bank, OSI Baltimore, and the Surdna Foundation to support Baltimore's small businesses - the Baltimore Small Business Support Fund. The Baltimore Small Business Support Fund Technical Assistance Network includes Technical Assistance Partners as well as Community Referral Partners. Each TA Provider not only conducted outreach to their own existing networks of businesses, but also provided critical information regarding applications to financial assistance resources, such as Lendistry and Baltimore's Goldman Sachs 10,000 Small Businesses collaborative Paycheck Protection Program.

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Technical Assistance Providers include: Baltimore Business Lending, Baltimore Corps & KIVA Baltimore, Impact Hub, Innovation Works, the Latino Economic Development Center (LEDC), the Earl G. Graves School of Business at Morgan State University, and the Mayor's Office of Minority and Women Business Development. BDC coordinated responses to each business by assigning one support organization to each business. TA Providers reached out to each of the 1,089 businesses that completed the survey and were convened weekly by the BDC to maintain a forum for questions as well as to provide relevant training for the TA network members.

To further ensure that the informational resources and technical assistance provided through the TA Network were being distributed as broadly as possible, Community Referral Partners were onboarded as well. The Community Referral Partners include: the Baltimore Creatives Acceleration Network (BCAN), the Baltimore Roundtable for Economic Democracy, CLLCTIVLY, Greater Baltimore Black Chamber of Commerce, Highlandtown Merchants Association, Job Opportunities Task Force, Leaders of a Beautiful Struggle, Made in Baltimore, Pennsylvania Avenue Black Arts & Entertainment District, and The Startup Nest.

To support the local manufacturing and procurement of Personal Protective Equipment (PPE), the BDC, in tandem with Made in Baltimore, administered a \$500,000 grant fund for local manufacturers producing PPE and for the city to purchase PPE from these manufacturers for our first responders. Out of 18 applicants, In total, 10 manufacturers were awarded an average of \$10,000. Below is a short MBE summary for the pool of applicants as well as those who were awarded.

	<i>Applicants</i>	<i>% of Total</i>	<i>Awardees</i>	<i>% of Total</i>
Minority-Owned	7	39%	5	50%
Not Minority-Owned	11	61%	5	50%
<i>Grand Total</i>	18	100%	10	100%

Finally, in conjunction with the Mayor's Office, the BDC created and administered a \$3.5 Million Baltimore Small Business Assistance Grant fund. This fund was directed specifically towards businesses who were not otherwise able to receive award funding from state or federal aid, particularly minority and women owned businesses. In an effort to be more equitable, the grant was not a first come first serve grant -- all applications were not evaluated until the 2 week application period closed. Priority areas were designated based on designated commercial corridors, including but not limited to Main Streets and Retail Business District License areas. BDC also worked closely with the Mayor's Office of Immigrant and Multicultural Affairs (MIMA), the LEDC, and the Johns Hopkins Carey School of Business to provide language assistance to Spanish and Korean speaking applicants.

On the next page, there is a summary of the total pool of applicants for the BDC small business grant that were reviewed and deemed eligible for the grant, based on grant requirements. 600 total businesses met the eligibility requirements for the grant, out of 841 total applications received (71%). Businesses that did not meet eligibility requirements were disqualified for three primary reasons: 1) they were not located in the City, 2) the business exceeded the Gross Revenue limits specified in the grant and 3) businesses were not one of the specified business types (uses) allowed for under the grant requirements.

THE BALTIMORE CITY DEVELOPMENT CORPORATION

This summary creates a total profile of the eligible applicant pool across a variety of demographic and geographic measures. The profile of this pool will be used as a benchmark during the grant selection process to ensure that the priorities of the grant program are being followed, and that the distribution of grants is racially and geographically equitable.

<i>Minority Owned - All Eligible Businesses</i>		
Row Labels	Minority Business	Percent of Total
<i>African American</i>	132	22.00%
<i>Asian American</i>	117	19.50%
<i>Hispanic American</i>	67	11.17%
<i>Native American</i>	1	0.17%
<i>Not a Minority Business</i>	234	39.00%
<i>Other Racial Minority</i>	33	5.50%
<i>More than one Minority group</i>	16	2.67%
Grand Total	600	100.00%

The summary below creates a total profile of business within the priority areas that were ultimately awarded:

Row Labels	Eligible Businesses	% of Total	FINAL AWARDS	% of Awards	% of Applicants Awarded
African American	62	17.71%	61	23.4%	98%
Asian American	72	20.57%	54	20.7%	75%
Hispanic American	48	13.71%	43	16.5%	90%
Native American	1	0.29%	1	0.4%	100%
Not a Minority Business	137	39.14%	78	29.9%	57%
Other Racial Minority	20	5.71%	17	6.5%	85%
More Than One Racial Minority	10	2.86%	7	2.7%	70%
Grand Total	350	100.00%	261	100.0%	75%

THE BALTIMORE CITY DEVELOPMENT CORPORATION

Community Liaison Roles

The Business and Neighborhood Development team is comprised of Economic Development Officers whose role it is to interact directly with business owners and community leaders. Their interactions are measured through results such as Outreach visits, Facade Improvement Grants, Loans, Permits, or other technical assistance provided, which are reported back to the city on an annual basis. Each sector of the city is assigned an Economic Development Officer from the Neighborhood Development team. Business Development Economic Development Officers are assigned by industry, and currently include Tech/Cyber, Life Sciences, Creative Industries, Grocery Retail Attraction, and Port/Manufacturing/Logistics.

Limited English Proficiency Resources

To date, Baltimore Development Corporation has produced printed information regarding certain bill passages for business owners with Limited English Proficiency. Examples of such information include the styrofoam ban, which the BDC translated into English, Spanish, and Korean. For future assistance, the BDC is working with the Mayor's Office of Immigrant and Multicultural Affairs (MIMA) to produce additional assets in the languages identified by MIMA to be the five (5) most commonly spoken languages.

Diversity, Equity, and Inclusion training to date

- Maryland Equity in Leadership Program (MEILP)
- Both/ And: White Woman Anti-Racism Alliance
- Undoing Racism training by the People's Institute for Survival and Beyond
- Baltimore Racial Justice Action People of Color Workshop
- Baltimore Corps: Dr. Lawrence Brown & Claire Minson, LCPC

BALTIMORE CITY ENOCH PRATT FREE LIBRARY

ORGANIZATIONAL OVERVIEW

The Enoch Pratt Free Library is the free public library system of the City of Baltimore. We serve the residents of Baltimore with locations throughout the city, and the residents of Maryland as the State Library Resource Center. We employ 500+ employees, have 9 divisions, and a Board of Trustees/Directors.

MISSION STATEMENT

As stated in our 2020 Strategic Plan, our mission is to empower, enrich, and enhance the quality of life for all through equitable access to information, services, and opportunity “...For all, rich and poor, without distinction of race or color (Enoch Pratt, 1882).”

EQUITY STATEMENT

As stated in our 2020 Strategic Plan, the Pratt is committed to advancing equity, diversity, and inclusion. Transformation must occur on the individual, collective, and institutional levels, and the Pratt Library can help achieve true and sustained equity through intentional and systemic library-community partnerships. The Library will work to achieve equity in the communities we serve by:

1. Eliminating racial and social equity barriers in library programs, services, policies and practices, staffing, salaries, and leadership structures
2. Creating and maintaining an environment of diversity, inclusion, and respect, both in the Library system and in the Library’s community role
3. Serving as a convener and facilitating conversations and partnerships to address community challenges and being forthright on tough issues that are important to communities the Library services.

METHODOLOGY

We have thus far performed a foundational investigative examination of the organization utilizing an equity lens by conducting (1) interviews of departmental and divisional executive and select senior leadership team members to assess overall practices and processes of doing business and a preliminary root-cause investigation of what data or evidence guides practices, development of inputs, and decision-making; (2) a study of responsibilities, roles, and functions of divisions and departments; (3) a preliminary analysis of the level of understanding concerning equity and equity impacts of current and proposed actions; (4) a preliminary review to identify internal or external barriers to equity that is experienced and overall supports and opportunities for capacity building toward equity; (5) a review of human resources policies; (6) discussions to identify what data or evidence is needed to improve equity vis-à-vis determining need and demand, developing inputs and measuring outputs, and the ability to align opportunity goals with organizational strategic goals. Moving forward we will continue equity investigations and assessments on a more granular level.

SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, & Governance

Embedded in the very core of the Pratt’s mission is the view that libraries are engines of social change. Pratt envisions a Baltimore where we positively empower every neighborhood by equitably supporting and partnering with our communities. The processes of governing at the Pratt are grounded in a fundamental belief that adherence to our mission and values of equity are essential for success. Our board, executive, and senior leadership teams provide direction and oversight. Our strategic plan provides institutional accountability and demonstrates our commitment to our employees, donors, communities, and stakeholders.

BALTIMORE CITY ENOCH PRATT FREE LIBRARY

Areas for improvement identified are in the following data compilation and collection areas:

1. System of measurement to identify what data or evidence guides practices, input development, and decision-making
2. System of measurement to identify what data or evidence is needed to improve measuring need and demand inputs
3. System to redress found inequities (based on the Pratt's assessment), designed to mitigate and eliminate any disparate outcomes
4. Structure to track outcomes and effectiveness of policies, processes, and practices.

Action areas consist of design and implementation of systems to address above deficiencies.

Equity Policies & Implementation Practices

A fundamental goal of the Pratt is alignment of all policies, processes, practices, and procedures to the newly released 2020 strategic plan. The expected result is further advancement of equity in ways that improve the experiences and outcomes for employees, stakeholders, communities, and community partnerships. For this to happen, strategic implementation of equity systems of data collection and measurement must be applied – to inputs and to outcomes – across all processes, practices, services, partnerships, and programs at the Pratt.

The Pratt believes that true equity is affected both internally and in our communities when relative components of equity (current culture and values, historical context and generational experience, articulated wants and needs of the impacted group) are integrated into the design and development of our practices, services, and programs. We believe that these same equity components should then support and facilitate the decision-making and implementation processes of the Pratt as well as serve as the filter through which expected results are measured.

Areas for improvement identified are in the following education, data compilation, and collection areas:

1. Operationalizing equity for goal development, design, development, decision-making, and measurement processes
2. Implicit bias education of executive and senior leaders, front-line supervisors and staff concerning equity in design, development, decision-making, and measurement processes
3. System of measurement to identify what data or evidence guides practices, input development, and decision-making
4. System of measurement to identify what data or evidence is needed to improve measuring need and demand inputs
5. System to redress found inequities (based on the Pratt's assessment), designed to mitigate and eliminate any disparate outcomes
6. Structure to track outcomes and effectiveness of policies, processes, and practices.

Departmental Climate, Culture, Training, & Communication

Overall goal: To become the change we want to see.

The Pratt is dedicated to the advancement of equity through education, application, and discovery. We inclusively embrace a diversity of communities, take pride in providing neighborhoods a home for educational and creative programs and services, and we are committed to an inclusive environment of dialogue, community engagement, and public service.

BALTIMORE CITY

ENOCH PRATT FREE LIBRARY

Departmental Climate, Culture, Training, & Communication

The Pratt is charged with effectively addressing the culture, competencies, and skills that will be required for our employees (1) to have a sense of proactive urgency concerning equity, and (2) to frame a rigorous approach to our work and to the expected outcomes concerning equity. In this way, it is critical that we support a culture that communicates an institutional obligation of meaningful participation, proactive investment, and shared accountability. A few broad goals will be required to achieve the above outcomes:

Goal: Embed Equity Concepts and Terminology. Provide workshops to sensitize and educate Pratt staff on equity, diversity, and inclusion concepts. Also, provide ongoing updates and learning videos on strategically selected topics in these areas.

Goal: Provide an Organized Framework to Help Engage Pratt Staff to Set Goals and Advance Equity. Facilitate action through technical assistance, shared activities and working with teams to identify opportunities and goals, provide tailored training and support to build tools for inputs and outputs, and align equity goals with strategic plan.

For example, a team activity might be for the selected departmental group to think about current practices or processes, and how they (though unknowingly) may maintain or support structural inequities. Here, the team considers all actions—from, for example how program events and services are determined -- to budget and space allocation-- to implementation of new practices or processes – that all together decrease potential inequities. As mentioned in the Methodology Section, further investigative determination of root causes will need to be established. With that, the next activity will be to brainstorm ideas that can have the best chance at impacting pre-determined goals and KPIs, etc.

Goal: Operationalize Equity Goals into Departmental Action Plans. Beginning in 2020, conduct comprehensive assessments of existing policies, practices, programs, and processes for each department. Utilize the strategic plan to frame goals and necessary actions. Strategies and metrics to determine the “how to impact” and “by how much impact” will be designed for identified opportunities, and periodically measured by accountability processes that will also be developed.

Here, it is understood that equity action plans and accountability go hand-in-hand. In short, it is useless to have one without the other. The most effective road to equity is accountability through simple and straightforward equity action plans made up of specific and measurable activities with built-in accountability measures. An example of action plans could be changes to how ideas for events and programs are determined and how to measure their success. These would require (1) specific data identification and collection, and (2) KPI measures to ensure that the action or activity is designed to increase, for example, racial equity.

Service Based Equity

Often the KPIs for the success of services and programs are primarily determined by the number of activities and the number of customers, participants, and/or attendees, and, of course, quality. In addition to these important KPIs, the Pratt’s 2020 Strategic Plan will apply additional focus on equity and effectiveness. The Pratt will develop action plans and KPIs, whose success will be based upon meeting three core goals: equity in inputs, equity in outputs, and suitably addressing and meeting the needs of our communities as communicated by our communities. We will be intentional in how we will work to create these service equity goals to ensure not only quantity and quality, but equity, access, and measurable results.

BALTIMORE CITY ENOCH PRATT FREE LIBRARY

ADVANCING EQUITY

- The Pratt's Teen Internship program -- Community Youth Corps (CYC) -- is an opportunity for students to earn community service hours at the Pratt -- comes with free bus passes
- The Pratt's Undesign the Redline exhibit: UNDESIGN THE REDLINE is a framework for unearthing our most deep, systemic and entangled crises. This interactive exhibit, workshop series and curriculum explores the history of structural racism and classism, how these designs compounded each other from 1938 Redlining maps until today, and how WE can come together to undesign these systems with intentionality. UNDESIGN THE REDLINE is a framework for unearthing our most deep, systemic and entangled crises
- The Pratt's School and Homework Help
- The Pratt's download capability for free e-books
- The Pratt's Job and Career Centers and computers and printers
- The Pratt's Mobile Job Center
- The Pratt's Lawyer in the Library program
- The Pratt's Social Worker in the Library program
- The Pratt's Passport Services
- The Pratt's Emergent Literacy program
- The Pratt's Writers LIVE! Programs
 - For example, Nicole King and Kate Drabinski's *Baltimore Revisited*. The editors of *Baltimore Revisited* have revealed that Baltimore has been ground zero for a slew of neoliberal policies, a place where inequality has increased as corporate interests have eagerly privatized public goods and services to maximize profits. But they also uncover how community members resist and reveal a long tradition of Baltimoreans who have fought for social justice.
 - For example, Eddie Glaude's *Begin Again: James Baldwin's America and Its Urgent Lessons for Our Own*. *Begin Again* is Eddie Glaude's attempt, following James Baldwin, to bear witness to the difficult truth of race in America today. It is at once a searing exploration that lays bare the tangled web of race, trauma, and memory, and a powerful interrogation of what we all must ask of ourselves in order to call forth a new America.
- The Pratt's Social Worker in the Library program
- The Pratt's STEM coding workshop for 20 youth
- The Pratt's Books for Me program to expand a family's home library
- The Pratt's access to the "Help Now" program electronically providing expert tutors, one-on-one homework help, skills building, and a 24-hour writing lab. Powered by Brainfuse
- The Pratt's offers access to "Gale Courses" that are provide short, topical courses taught by college instructors and other experts in the field, offering a high-quality, high-impact educational experience for all ages
- The Pratt offers "BookFlix" which is a family-friendly reading program that offers children and their caregivers a productive and meaningful way to spend screen time together
- The Pratt offers "World Book Online for Kids" which was developed especially for young library users. The site offers easy-to-read articles and a wealth of engaging multimedia, games, science projects, interactive tools, and activities
- Listen to the Pratt's Free to Baltimore Podcasts series, featuring conversation with leaders and innovators having a positive impact on Baltimore City
- Listen to "Live from the Pratt" Podcasts for authors, speakers, and musicians, recorded live
- The Pratt offers "Digital Maryland" which is free online access to digital versions of rare and unique materials, including historical maps, photographs, reports, books, manuscripts, artwork, and other media. The potential to explore digital collections from libraries, museums, archives, and other institutions throughout Maryland as possible

CONCLUSION

Embedded in the very core of the Pratt's mission is the view that libraries are engines of equity and social change.

THE BOARD OF MUNICIPAL AND ZONING APPEAL

ORGANIZATIONAL OVERVIEW

The Board of Municipal & Zoning Appeals is a quasi-judicial Board that hears appeals from City agencies including the following: land use and zoning appeals, alleyway/footway assessments, public right-of-way closures, False Alarm Reduction Program appeals, and miscellaneous administrative agency appeals.

BMZA decisions are based upon local and state law with the overall purpose of promoting the health, security, and general welfare of the community. The Board has these general goals with respect to land use and zoning appeals:

- Prevents the overcrowding of land
- Avoid undue concentration of population
- Provide adequate light and air
- Secure safety from fire, panic, and other dangers
- Reduce congestion in the streets
- Help for adequate transportation, water, sewers, schools, parks, and other public services

SELF-ASSESSMENT ANALYSIS

Agency's strengths based on the results of the assessment

Being a smaller agency, communication within the agency is easier. The channels between the agency head and staff are very open, making it possible to address equity concerns promptly. There is also ample room for input and collaboration.

Agency's gaps based on the results of the assessment

Most of the gaps identified in the assessment are due to the unique nature of the agency's work. While we do regularly interact with and serve the community, our services are only triggered when someone comes to file an appeal. There is no way for us to choose who comes to us, or encourage/discourage people from doing so. In addition, we do not aggregate demographic data. The only way to aggregate such data, other than guessing a person's race/class/gender/orientation during a hearing, would be to edit our appeals form to include that information. And we believe that that would be inappropriate for the work we do. In addition, it would not actually help, since any given project has the person filing the appeal, the landowner, the contractor, etc. – and that might be the same person, or different people. Collecting demographics could be misleading in such cases.

Possible action areas based on the assessment

Identifying which neighborhoods to give priority to for the community presentations. Because there are many, many different neighborhoods in Baltimore, and only so much time/so many resources available, it would be very difficult to give a presentation to each within a year. In addition, not every neighborhood has its own association, or other easy way to coordinate scheduling a meeting. So, work needs to be done compiling a list of all neighborhoods, determining how to best reach those neighborhoods without an organization, and deciding which neighborhoods to present to first.

ADVANCING EQUITY

Communication within the organization is good. Standards and Operating Procedures have become more streamlined, and rules more strictly enforced, in order to ensure that all applicants and opposition are treated fairly. Since equity does not always mean treating everyone the same, staff also does a good job of taking the time to explain the zoning appeals process to those who are new to zoning in Baltimore City or have never filed an appeal before.

The BMZA's Equity Coordinator (EC) also serves as Associate Counsel and Legislative Liaison. As Legislative Liaison, he reviews all bills brought before City Council that effect zoning and land use, and with the guidance of the Executive Director the agency provides recommendations on those bills. As Associate Counsel, part of his job is to go out into the community and give presentations on how the zoning appeal process works. The goal is to provide a presentation to each neighborhood. This keeps everyone in the City knowledgeable on the process, thereby leveling the playing field when people come before us either in support or opposition to a project.

BALTIMORE CITY DEPARTMENT OF PLANNING

ORGANIZATIONAL OVERVIEW

The Department of Planning (DOP) provides services and leadership in urban and strategic planning, historical, and architectural preservation, zoning, design, development, and capital budgeting to promote the sustained economic, social, and community development of the City of Baltimore. The mission of the Department is to: build Baltimore as a diverse, sustainable and thriving city of neighborhoods and as the economic and cultural driver for the region.

The services provided by the Department of Planning are mandated by Articles VI and VII of the

Baltimore City Charter and the Zoning Code. The Planning Commission is the policymaking authority for the Department and consists of the Mayor or designee, the Director of Public Works, a member of the City Council, and six City residents appointed by the Mayor and confirmed by the City Council.

DOP provides services across five Service Areas:

- Service 761: Development Oversight and Project Support
- Service 762: Historic Preservation
- Service 763: Comprehensive Planning and Resource Management
- Service 765: Planning for a Sustainable Baltimore

SELF-ASSESSMENT ANALYSIS

In order to complete this assessment, we developed a survey distributed to staff based on the 11-question survey we were provided. The results of the survey informed the responses to the assessment. A small workgroup of four staff, including the Director, worked to finalize the responses to the assessment.

Agency's strengths based on the results of the assessment

Staff are motivated. Multiple staff have taken on responsibility associated with the Equity Committee and collaboratively drafting the Equity Action Plan. Staff have voluntarily taken time out of their schedule to meet regularly in small groups to continue to educate themselves and to move the Equity Action Plan goals forward.

Agency's gaps based on the results of the assessment

We lack the budget capacity to provide staff with regular, ongoing access to training and/or other resources needed to move equity goals ahead. Resource gaps identified by staff include: funding for staff to provide technical assistance; funding to support improved community engagement programming; capital funding for physical projects in underserved communities; funding for a community organizer on staff; funding to support interns from underserved Baltimore communities to build a professional pipeline; resources to implement the many great ideas embedded in neighborhood/community-led plans.

In addition, our Department does not reflect the racial composition of Baltimore City. While aware of this issue, we have not developed specific and implementable strategies related to this issue. A workgroup has been organized and is set to meet in order to develop goals and strategies around this topic.

BALTIMORE CITY DEPARTMENT OF PLANNING

ADVANCING EQUITY

The Equity in Planning Committee (EIPC)

The Equity in Planning Committee (EIPC) was formed in May 2015 by Baltimore Department of Planning staff. Through quarterly meetings, monthly lunchtime brown bag lunch discussions, staff presentations on the history of structural racism in Baltimore, and panel discussions, the Committee aims to make equity a part of the day-to-day departmental conversation.

Drawing from resources developed by the Urban Sustainability Directors Network, EIPC proposes the application of an equity lens to policies and projects. This lens encourages planners to consider several questions:

1. Structural Equity: What historic advantages or disadvantages have affected residents in the given community?
2. Procedural Equity: How are residents who have been historically excluded from planning processes being authentically included in the planning, implementation and evaluation of the proposed policy or project?
3. Distributional Equity: Does the distribution of civic resources and investment explicitly account for potentially racially disparate outcomes?
4. Transgenerational Equity: Does the policy or project result in unfair burdens on future generations? Does it address unfair burdens held by previous generations?

Recent and Current Projects

- **Equity Committee (EIPC):** Quarterly meetings with agency-wide representation (all are welcome; about a dozen attend regularly).
- **Equity Action Plan:** Completed draft in 2016; includes recommended actions to integrate equity into DOP policies, projects and processes. The Draft plan was updated internally in 2018/19, and an accountability companion document is under development.
- **Mandatory Staff Training:** March 2017 staff training engaged all staff in a discussion on equity and cultural competence.
- **Capital Improvement Program (CIP) Equity:** Starting in 2017, the Capital Improvement team, working collaboratively with other staff and BNIA, have analyzed data regarding CIP investments by geography and related implications.
- **Sustainability Plan Update:** Emphasis on resident engagement and outreach through Ambassador network of over one hundred residents and incorporated equity lens into an implementation framework.
- **Resident Food Equity Advisors:** Program consists of monthly meetings with sixteen resident advisors, who work collaboratively to advise policy around topics such as food retail/corner stores and food resilience. Current cohort is focusing on public housing.
- **Planning Academy:** Educational program focuses on development process and zoning. Small, cohort based environment encourages building community through learning.
- **Lunch & Learn Sessions:** Focused discussions on wide ranging topics. Some are staff led, and others involve invited guests. The goal of this series is to continue to educate ourselves and build relevant skills. This effort is led by a trainings and professional development Sub-Committee group.
- **Professional Pipeline Sub-Committee:** This committee has just formed, and is scheduled to meet in March of 2020 to sketch out goals. The purpose is to examine the hiring process, and develop potential strategies to build a workforce that more closely resembles Baltimore City.
- **Youth Outreach Sub-Committee:** This committee formed in Fall 2019 with the goal of developing a youth outreach program or summer camp focusing on the built environment.

BALTIMORE CITY DEPARTMENT OF PLANNING

Highlights

- The 2019 Sustainability Plan was signed by Mayor Young on Earth Day. This is a citywide plan for all to take action. It represents input of 1,000's of voices from all over the city.
- The Resident Food Equity Advisor process and recommendations led to the creation and funding of the Healthy Food Priority Area Funds through an Enhancement Proposal. In its first year, these funds have been able to support:
 - o Nutrition supplements at farmers' markets, farm stands, corner stores, and a public market to provide low-income Baltimoreans with better access to affordable fresh produce
 - o A rideshare pilot in West Baltimore to help low-income residents of Healthy Food Priority Areas get to supermarkets
 - o Matching funds for the upcoming state Summer SNAP program.
- The Department of Planning engaged 84 community residents via Planning Academy, representing 69 unique City neighborhoods. Academy covers zoning, development review, and neighborhood planning processes.
- Released Equity Analysis of CIP in August 2019. This report analyzes the distribution of capital improvement appropriations from FY14-20 compared to the distribution of various equity indicators to understand who is likely benefiting from capital improvements.
- The Land Use Division of Planning, working with DHCD, held several urban design visioning sessions with communities in the Mayor's Neighborhood Sub-Cabinet areas. These visioning sessions inform residents and give them a voice in the planning process, help coordinate city agency efforts, and result in tools to help neighborhood CDCs and other non-profits fundraise for projects in their communities.
- The Baltimore Office of Sustainability Food Matters initiative is focusing on reducing food waste by 50% by 2030. Over the past year, \$200,000 was allocated to non-profit organizations, supporting food waste reduction across The City of Baltimore. Eleven Schools, community gardens, and several non-profit organizations received up to \$10,000 in funding.
- The DOP Greening Coordinator managed the Lots to Love Pilot Project that cleaned and mowed 47 lots along Frederick and Pennsylvania Avenues twice per month from April through October with two workforce development nonprofits.

DEPARTMENT OF PLANNING WORKFORCE

#	Position	Grade Level	Race	Sex
1	HR Assistant II	065	Black/African American	Female
2	Management Support Tech	903	White/Caucasian	Female
3	Fiscal Officer	923	White/Caucasian	Female
4	HR Generalist II	923	Black/African American	Female
5	City Planner I	923	White/Caucasian	Male
6	City Planner I	923	Black/African American	Male
7	City Planner I	923	Black/African American	Male
8	City Planner I	923	White/Caucasian	Female
9	City Planner I	923	Mixed/Hispanic	Female
10	City Planner II	927	White/Caucasian	Male
11	City Planner II	927	White/Caucasian	Male
12	City Planner II	927	White/Caucasian	Female
13	City Planner II	927	Asian	Female
14	City Planner II	927	White/Caucasian	Female
15	City Planner II	927	White/Caucasian	Female
16	City Planner II	927	White/Caucasian	Female
17	City Planner II	927	White/Caucasian	Female
18	City Planner II	927	White/Caucasian	Female
19	City Planner II	927	White/Caucasian	Female
20	City Planner II	927	White/Caucasian	Female
21	City Planner II	927	White/Caucasian	Male
22	City Planner II	927	White/Caucasian	Female
23	City Planner II	927	Black/African American	Female
24	City Planner II	927	White/Caucasian	Female
25	City Planner II	927	White/Caucasian	Female
26	City Planner II	927	White/Caucasian	Male
27	City Planner II	927	Black/African American	Female

27	City Planner II	927	Black/African American	Female
28	City Planner II	927	White/Caucasian	Male
29	City Planner II	927	White/Caucasian	Female
30	City Planner II	927	Black/African American	Male
31	Design Planner I	927	White/Caucasian	Female
32	GIS Analyst	927	White/Caucasian	Male
33	Operations Officer III	929	Black/African American	Female
34	City Planner Supervisor	931	White/Caucasian	Female
35	City Planner Supervisor	931	White/Caucasian	Male
36	City Planner Supervisor	931	White/Caucasian	Female
37	City Planner Supervisor	931	White/Caucasian	Male
38	Operations Officer V	936	White/Caucasian	Female
39	Operations Officer V	936	White/Caucasian	Female
40	Operations Officer V	936	White/Caucasian	Female
41	Operations Officer V	936	White/Caucasian	Female
42	Operations Officer V	936	White/Caucasian	Male
43	Operations Officer V	936	White/Caucasian	Male
44	Operations Manager II	942	White/Caucasian	Female
45	Operations Manager II	942	Black/African American	Female
46	Work Study Student	981	Black/African American	Male
47	Work Study Student	981	White/Caucasian	Male
48	Contract Service Specialist II	983	Mixed/Hispanic	Male
49	Contract Service Specialist II	983	Mixed/Hispanic	Female
50	Contract Service Specialist II	983	Black/African American	Female
51	Contract Service Specialist II	983	Asian	Female
52	Executive Director III	992	White/Caucasian	Male

MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT

ORGANIZATIONAL OVERVIEW

The Mayor's Office of Employment Development (MOED) coordinates and directs workforce development initiatives responsive to the needs of Baltimore City employers and job seekers in order to enhance and promote the local economy. MOED provides adult jobseeker services such as job placement assistance, job search referrals, resume and job interview preparation, connection to occupational skills training as well as skill level identification and assessment. MOED works with individuals from all backgrounds and socioeconomic levels including those involved in the justice system and persons receiving temporary cash assistance from the Department of Social Services. Services are available at any one of the combined seven American Job Centers, Satellite Centers or Community Job Hubs.

MOED's Youth Services division provides the City's future workforce with the tools they need to succeed in careers in local high-growth industries. The division operates Baltimore City's Youth Summer Jobs Programs, as well as job training opportunities through Youth Opportunity Baltimore and Youth Partner Programs.

The Business Services Division works to meet the human resources support needs of the Baltimore City business community. MOED assists businesses to recruit and hire qualified residents. For projects required to meet local or community hiring goals, Business Services creates relationships and coordinates activities to ensure business meet or exceed goals on community projects and ordinances like Employ Baltimore Executive Order and Local Hiring Law. These initiatives connect qualified City residents to businesses that are awarded Baltimore City contracts.

METHODOLOGY

The information to complete this self-assessment was obtained through pre-existing data provided by MOED Human Resources, Workforce Operations, Strategic Partnerships, Business Services, Fiscal, and Performance and Planning.

SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, & Governance

MOED leadership has made an explicit commitment to a race, equity and inclusion (REI) framework. In January of 2019, Director Perkins-Cohen briefed each department about the intention to provide REI training agency wide and MOED's commitment to address its work through an equity lens.

MOED employees are predominantly African American. White employees make up approximately 10% of MOED's staff. In January 2020, of the 17 white employees, 6 held management level positions. There have been recent promotions and retirements in prominent leadership roles such as HR, Business Services and Workforce Operations. All positions were filled by people of color. Additionally 60% of MOED employees are female and 40% are male.

Due to Covid-19, MOED's REI training was postponed but will resume for leadership in June of 2020 and for other staff members in the summer/fall of 2020. MOED will also evaluate spending practices related to minority and women owned businesses.

MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT

Equity Policies & Implementation Practices

MOED's vision is for all city residents, regardless of race, gender or sexual orientation to have the ability to maximize their career potential, and for all employers to have the human resources to grow and prosper. MOED has made an explicit commitment to approach its work using an equity lens. MOED has partnered with Associated Black Charities to undergo training that has laid an agency wide foundation on key equity concepts such as implicit and explicit bias, and institutional and structural racism.

MOED is intentional in providing targeted support to persons that face barriers and biases in the workplace, such as those involved in the justice system and low income workers who are predominantly individuals of color. Additionally, MOED regularly convenes a city wide Practice Advisory Working Group comprised of Baltimore workforce development practitioners and community based organizations. This group was assembled as a part of grant in response to the civil unrest following the death of Freddie Gray. There is an inclusive and racially explicit narrative at the basis of all discussions that inform best practices and policy decisions for serving job seekers.

Service Based Equity

MOED provides services and programmatic support to both adults and youth at locations across the City. A jobseeker can visit any workforce center to learn about career opportunities, to participate in hiring events or workshops and to use digital labs. Additionally, dependent of eligibility jobseekers can be enrolled in specific programs that provide specific levels of support to connect them with barrier removal, training and/or employment.

One of MOED's strengths is its function in providing jobseeker and business services not just in one location but in many locations reaching several corners of the City. Due to the Coronavirus pandemic, MOED has quickly shifted its traditional method of in person engagement to almost entirely virtual. New outreach strategies such as virtual career fairs, job clubs and job boards have expanded the reach of MOED's services. In this new climate, other barriers such as access to internet, equipment and proficiency to computers still need to be addressed. MOED will continue to offer these new virtual service delivery strategies to expand its reach.

MOED's service delivery is based in principles of equity. Customers that participate in various programs may face different or multiple barriers and are provided varying levels of support with the ultimate goal of connecting all customers to employment.

Below is a chart of programs and initiatives available to residents through MOED:

MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT

Programs and initiatives available to residents through MOED

Eastside One-Stop Career Center	List of current programs and/or initiatives.	Description of the service delivery.
Workforce Innovation Opportunity Act (WIOA)	MOED's One-Stop Career Center delivers job-driven, effective training and aligns employment services to meet the needs of employers, and job seekers, especially those with barriers to employment. MOED's priority of services policy is in place at all times to ensure those most in need receive training services. Therefore, only those who meet the definition of low income as defined in the MOED Individual Training Account Procedures (125% of the Lower Living Standard), including individuals receiving public assistance, will be eligible to receive tuition funded training with WIOA formula funds. There is no Priority of Service in place for those individuals receiving Career Services.	The Baltimore City Workforce Development Local Plan serves as a guide and provides strategic direction for stakeholders. This plan advances the mission and works towards its long-term vision through specific efforts in five areas: building the city's future workforce, increasing the city's labor participation rates, building better connections between and among business and its partners, fostering collaboration and engagement between workforce development areas in the region and promoting efficiency of the Baltimore City workforce system.
HCCT	<p>The HCCT project targets Construction trades training to unemployed and under-employed individuals with a special focus on ex-offenders. To reach these individuals, emphasis will be placed on outreach and recruitment at the Mayor's Office of Employment Development's (MOED) Re-entry Center (ReC), located within its Northwest One-Stop Career Center, the Eastside One-Stop Career Center and other workforce partners in Baltimore City. Candidates who meet the following criteria will be eligible for participation in the project:</p> <ul style="list-style-type: none"> • Baltimore City Resident • High school diploma or GED • At least 18 years of age • At least some work history • Drug free • If male, and 18 years of age or older, have registered for Selective Service • Eligible to work in the United States • Possess a social security card • Interest in and general understanding of construction trades 	The Baltimore City Workforce Development Local Plan serves as a guide and provides strategic direction for stakeholders. This plan advances the mission and works towards its long-term vision through specific efforts in five areas: building the city's future workforce, increasing the city's labor participation rates, building better connections between and among business and its partners, fostering collaboration and engagement between workforce development areas in the region and promoting efficiency of the Baltimore City workforce system.

MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT

Eastside One-Stop Career Center	List of current programs and/or initiatives.	Description of the service delivery.
Opioid Grant	The Mayor's Office of Employment Development (MOED) in accordance to the National Health Emergency demonstration grant serves both types of eligible participants including workers and/or indirectly affected by the Opioid crisis. This population includes dislocated workers, new entrants to the workforce or incumbent workers (currently working or underemployed) who have voluntarily disclosed a history of opioid use or works or resides in a community hard hit by the opioid crisis and can otherwise demonstrate a job loss due as a result of the opioid crisis, regardless of any person impacted by the crisis on the individual.	The Baltimore City Workforce Development Local Plan serves as a guide and provides strategic direction for stakeholders. This plan advances the mission and works towards its long-term vision through specific efforts in five areas: building the city's future workforce, increasing the city's labor participation rates, building better connections between and among business and its partners, fostering collaboration and engagement between workforce development areas in the region and promoting efficiency of the Baltimore City workforce system.
DLLR Pathways Grant	The Baltimore Accelerating Connections to Employment's Emergency Medical Technician (BACE-EMT) Project supports career pathways as a method through which Adult Education students funded under Title II can gain skills, credentials and upward mobility in the healthcare sector. The BACE-EMT project will use the Integrated Education and Training model of service delivery. The Mayor's Office of Employment Development (MOED) recruits students who are currently enrolled or have recently completed their education in Title II funded programs (South Baltimore Learning Center (SBLC), Strong City, and Baltimore City Community College) interested in careers as EMTs.	The Baltimore City Workforce Development Local Plan serves as a guide and provides strategic direction for stakeholders. This plan advances the mission and works towards its long-term vision through specific efforts in five areas: building the city's future workforce, increasing the city's labor participation rates, building better connections between and among business and its partners, fostering collaboration and engagement between workforce development areas in the region and promoting efficiency of the Baltimore City workforce system.
Northwest Career Center/ ReEntry	List of current programs and/or initiatives.	Description of the service delivery.
Department Public Safety Correction Services	This grant provides comprehensive services essential to successful ex-offender reentry. Services provided at the ReC or through its referral network include linkages to housing, securing state-issued identification cards, assistance with addressing child support arrearages, occupational skills training, education (both pre-GED and GED services), and job placement. The ReC provides services to any ex-offender in need, there is a case management component provided to those ex-offenders receiving community supervision services from the DPSCS.	The innovative service delivery model seeks to address those barriers that prevent ex-offenders from connecting to the workforce – becoming employed, supporting themselves, and contributing to Baltimore's economy.

MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT

Northwest Career Center/ ReEntry	List of current programs and/or initiatives.	Description of the service delivery.
Bridge 2 Careers	This project prepares low skilled exoffenders for career pathway training in selected high growth industries. MOED collaborates with key area training organizations in the high growth industries including construction trades, transportation, manufacturing, and logistics/ warehousing.	The Baltimore City Workforce Development Local Plan serves as a guide and provides strategic direction for stakeholders. This plan advances the mission and works towards its long-term vision through specific efforts in five areas: building the city's future workforce, increasing the city's labor participation rates, building better connections between and among business and its partners, fostering collaboration and engagement between workforce development areas in the region and promoting efficiency of the Baltimore City workforce system.
Workforce Innovation and Opportunity Act (WIOA)	MOED's One-Stop Career Center delivers job-driven, effective training and aligns employment services to meet the needs of employers, and job seekers, especially those with barriers to employment. MOED's priority of services policy is in place at all times to ensure those most in need receive training services. Therefore, only those who meet the definition of low income as defined in the MOED Individual Training Account Procedures (125% of the Lower Living Standard), including individuals receiving public assistance, will be eligible to receive tuition funded training with WIOA formula funds. There is no Priority of Service in place for those individuals receiving Career Services.	The Baltimore City Workforce Development Local Plan serves as a guide and provides strategic direction for stakeholders. This plan advances the mission and works towards its long-term vision through specific efforts in five areas: building the city's future workforce, increasing the city's labor participation rates, building better connections between and among business and its partners, fostering collaboration and engagement between workforce development areas in the region and promoting efficiency of the Baltimore City workforce system.
Youth	List of current programs and/or initiatives.	Description of the service delivery.
YouthWorks summer jobs	Five-week paid summer jobs for up to 25 hours per week, at minimum wage. Youth are placed with nonprofit and community organizations, city and state agencies and private sector employers.	All Baltimore City residents between the ages of 14 and 21 are eligible to apply. Participants must complete an online application and an in-person verification interview. The following documents are required: birth certificate, IRS Form I-9 and proof of residency. Specific funding streams prioritize low-income youths, youth with disabilities and those in foster care.

MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT

Employment Connection Center (ECC)	List of current programs and/or initiatives.	Description of the service delivery.
	<p>The Employment Connection Center (ECC) is a walk-in center open located in South Baltimore at 1410 Bush Street, in 21230 area code. It was established in response to a needs assessment and environmental scan of the Casino Planning Area as represented below. It was projected to operate from between 2 to 5 years, and it opened to the public on April 15, 2015 with three full-time employees and one part-time employee. Since then, the space has expanded and full staffing levels are 5 full time employees and one part-time employee. The center is entering its sixth year of continuous operation.</p> <ul style="list-style-type: none"> • Target neighborhoods are in the 21230, 21227, 21225, 21223, 21202, and 21201 area codes. The ECC was established to assist the residents of these neighborhoods with employment. • The neighborhoods the ECC is designed to assist are Carrol Park, Washington Village/Pigtown, Barre Circle, Ridgely's Delight, Otterbein, Stadium Area, Sharp Leadenhall, Federal Hill, South Baltimore, Riverside, Port Covington, Spring Garden Industrial Area, Middle Branch/Reedbird Parks, Cheery Hill, Lakeland, Mount Winans, Westport, and Saint Paul. <p>The on-site Business Services Representative provides workforce recruitment and other services to employers in the Casino Impact Area (CIA) and surrounding area. He also assists job seekers registered at the center with job placement activities such as job clubs, recruitments, and other job matching services.</p>	<p>In 2012, an Environmental Scan and Needs Assessment was conducted for the area designated the Baltimore City Casino Planning Area. Its purpose was to analyze the "labor force, business base, and workforce development needs for people living in the Casino Planning Area (CPA) and businesses operating in the CPA and surrounding areas." The study surveyed Neighborhood Associations, Community schools, service and churches, individual workers at the Westport light rail stop, and workers entering or leaving temp agencies.</p> <p>Among its findings, the report reveals:</p> <ol style="list-style-type: none"> 1. "About one-third (33%) of the area residents live in low income areas such as Cherry Hill, Sharp-Leadenhall, or Westport." It further found that "income disparities fall along racial lines" and that "residents in the largest and poorest neighborhood, Cherry Hill, are predominantly black." 2. Half (49%) of the respondents to a survey of local residents reported that they were either unemployed or underemployed. 3. Employers and workforce service providers expressed a lack of training for growing industries in the CPA including transportation and manufacturing, among others. <p>The ECC manages funding dedicated to occupational training offerings designated for residents of the Casino Impact Area. Training offerings are selected based on in-demand</p> <p>The majority of funding recipients for training have resided in the lowest income CPA neighborhoods; Cherry Hill, Sharp-Leadenhall and Westport</p>

MAYOR'S OFFICE OF EMPLOYMENT DEVELOPMENT

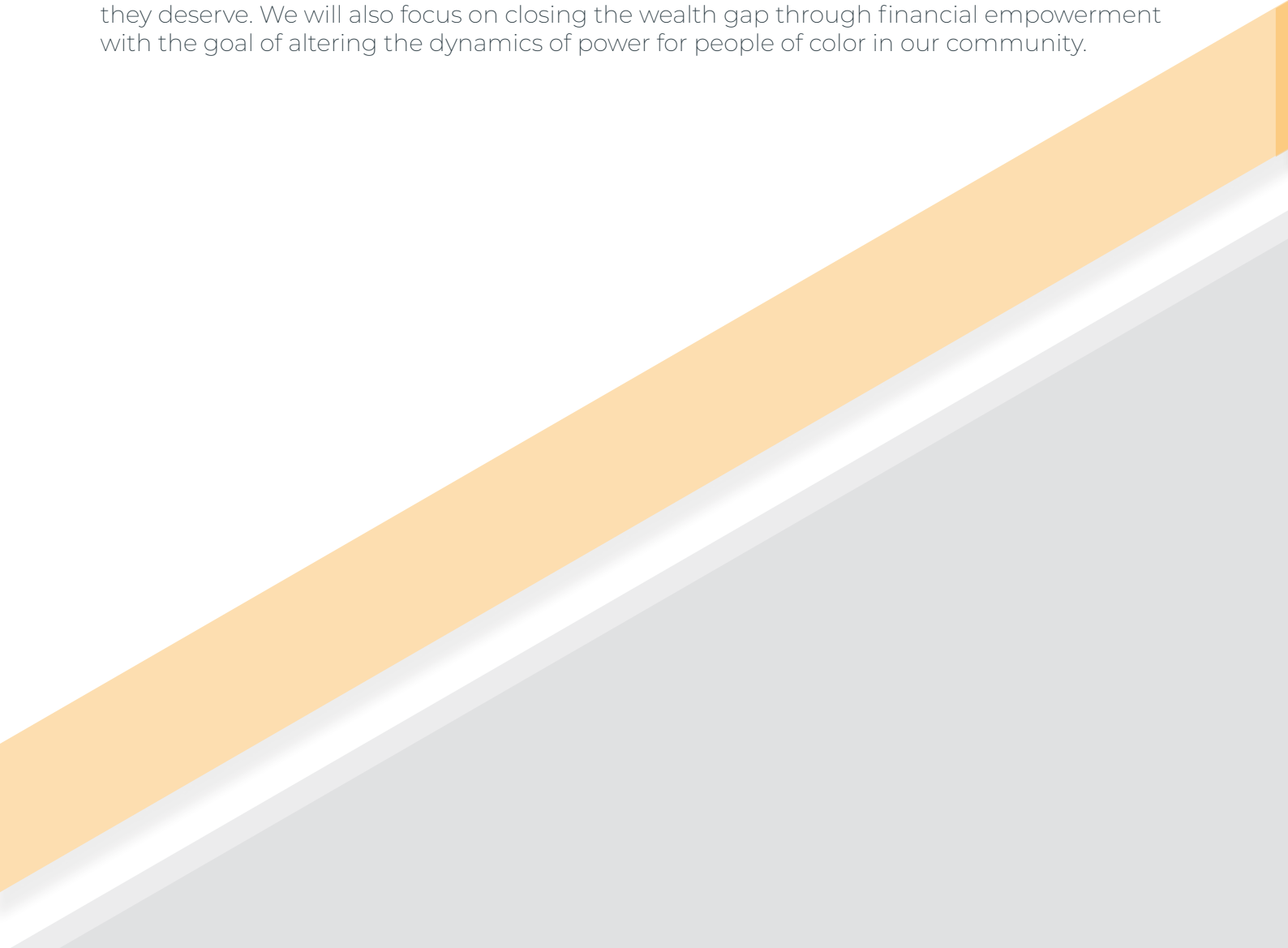
ADVANCING EQUITY

In 2019, MOED made a commitment to explicitly incorporate a race, equity, an inclusion (REI) framework into the agency's efforts by providing REI training facilitated by the Associated Black Charities (ABC) for all MOED staff. The MOED Equity officer participates in the agency's internal budget review process including reviewing all department budget proposals and participating on the city wide equity coordinator team. Additionally, MOED has been an advocate for incorporating this framework across the system by providing this same training City wide to work force practitioners through the Practice Advisory working group.

CONCLUSION

MOED is an agency that helps to bring economic justice the community. Moving forward, MOED will do this work more intentionally. We will work to build and lead a fair and equitable citywide workforce system that eliminates the current enormous gap in employment and income for black residents compared to white residents by helping residents access the quality education, skills, and supports they deserve.

We will take direct aim at structural and institutional racism by calling out employment and training policies and practices that prevent people of color from receiving the opportunities they deserve. We will also focus on closing the wealth gap through financial empowerment with the goal of altering the dynamics of power for people of color in our community.



THE BALTIMORE CITY DEPARTMENT OF FINANCE

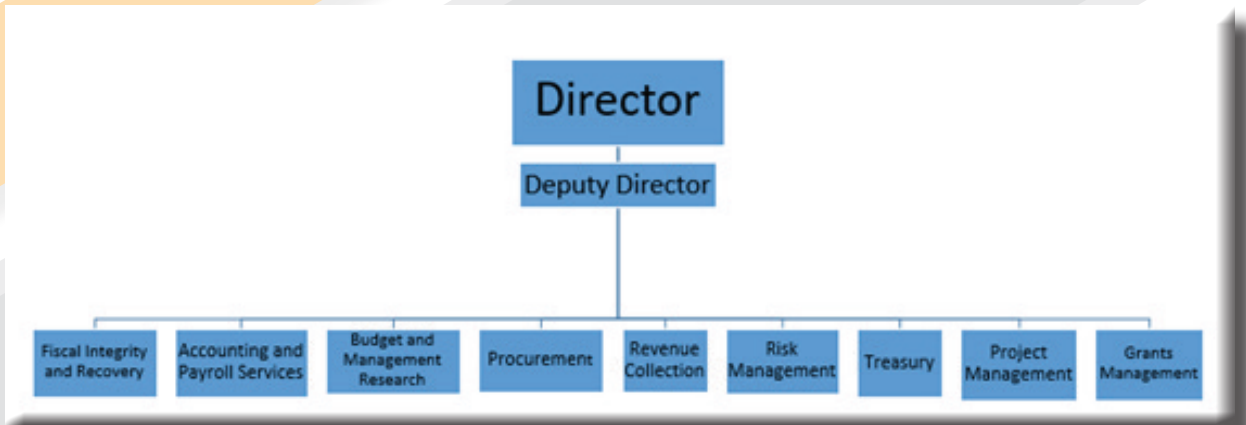
INTRODUCTION

The Department of Finance is committed to developing policies and delivering goods and services to stakeholder and employees, through an equity lens by ensuring that the Department is taking steps to progressively realize an equity framework. As mandated by City law the Department has made strides to organize and implement an equity framework and to build our capacity around equity and inclusion.

We are committed to proactively developing policies, practices and investments that reverse disparity trends based on race, gender, sexual orientation, and income.

ORGANIZATIONAL OVERVIEW

The Department of Finance is responsible for the overall fiscal strategy and fiscal management of the City, which includes overseeing the City operating budget process and managing the operations and performance of six internal bureaus – Budget and Management Research (BBMR); Revenue Collections (BRC); Procurement; Accounting & Payroll Services (BAPS), Treasury Management; Bureau of Risk Management, and three offices, including Fiscal Integrity (OFI), Grants Management and Project Management. The Director's Office provides executive direction and coordinates all departmental Human Resources activities.



The Department of Finance has 259 employees, 73% are female and 27% are male. Of the Department's employees 72% are Black, 23% are white, less than 5% are Hispanic or Latino, Asian or non-specified.

The mission of the Department of Finance is to provide exemplary customer service to all the residents of Baltimore City, provide a full range financial services to City agencies, collect and invest all monies due to the City; manage City debt and develop and execute sound fiscal policies and internal practices. In executing its mission, the Department focuses on three core principles- Leadership, Vision and Accountability.

METHODOLOGY

The Department of Finance used data collected from each bureau/office through the annual budget process to complete the self-assessment. The data was collected through Scorecard, an online tool used for collecting performance measure data as well as responses to equity questions for each service. This data guides the Department towards achieving equitable outcomes by providing actual data, performance analytics, and narrative that help formulate policy, program, and budget decisions.

THE BALTIMORE CITY DEPARTMENT OF FINANCE

Beginning in FY2021 the Department of Finance introduced a series of equity questions aimed to measure our compliance with the City's equity program. The results of the "How We Impact" questions are detailed below.

- What steps is the Service currently taking to improve internal operations and/or to provide better service to the Service's customers?
- Has your agency's Equity Officer reviewed this budget proposal? Yes or no.
- The Equity Assessment Program, enacted August 2018, defines equity as the following: "Equity means closing the gaps in policy, practice and allocation of City resources so that race, gender, religion, sexual orientation, and income do not predict one's success, while also improving outcomes for all."
 - In this Service how is equity considered a measure of success and how does equity play a role in resource allocation decisions? Please explain your answer.

SELF-ASSESSMENT ANALYSIS

The Department of Finance is committed to developing policies and delivering goods and services to stakeholder and employees, through an equity lens by ensuring that the Department is taking steps to progressively realize an equity framework. As mandated by City law the Department has made strides to organize and implement an equity framework and to build our capacity around equity and inclusion.

We are committed to proactively developing policies, practices and investments that reverse disparity trends based on race, gender, sexual orientation, and income.

Departmental Commitment, Leadership, & Governance

The Director of Finance conducts monthly performance meetings with each bureau and office focused on operational measures and outcomes. Equity and inclusion shall be a standing agenda item and a discussion point for each manager. These operational meetings are a means to track progress, assess services, identify data outliers, discuss resources, and create or modifying policy to correct unintended negative consequences.

In the fall of 2020, the Department of Finance formed a planning committee to develop equity timelines, goals and expectations. The process was to include a document review, stakeholder interviews and initial training goals.

While this plan was significantly impacted by the Covid-19 pandemic the Department of Finance can report the following equity strengths:

- A significant number of senior leadership level employees are trained and knowledgeable at a beginner's level regarding the issues related to barriers to equal opportunity and equity in Baltimore City.
- The Department, through the functions and services provided by our Bureaus, impacts a wide range of stakeholders affording an opportunity to develop creative solutions to address both internal and external equity barriers.
- The Department regularly incorporates an assessment of workforce composition and utilizes strategies to enhance recruitment and focus on internal promotion and career paths within Bureaus.

In FY 2021, the Department of Finance will be focusing on the following to build on strengths and further implement an equity framework, including:

- Reimagining training opportunities in a way that equitably supports employee development, encourages discussion and problem solving and accommodates the operational realities associated with the impact of COVID 19.
- Continue a review of Department of Finance internal recruitment, hiring, and promotion processes to ensure equity is maintained and facilitates employee growth.

THE BALTIMORE CITY DEPARTMENT OF FINANCE

Equity Policies & Implementation Practices

The Department of Finance has established equity policies in the implementation of an equity framework. One of the strengths of the Department of Finance is the work of the Bureau of Budget of Management Research that continues its work in considering the role of equity in the operating budget process, specifically in analyses of the burden of revenue and expenditure decisions. BBMR has engaged in public outreach and engagement efforts around the budget so that residents can understand how the budget process works and can understand the opportunities for advocacy within that process. BBMR has been working to increase community engagement efforts through hosting pop ups at libraries, presenting at community meetings, increasing online engagement, and tabling at public events, such as farmer's markets.

This year BBMR hired an analyst with a focus on engagement/outreach and equity. The analyst is a member of the Government Alliance on Race and Equity (GARE), a national network of local governments working to achieve equity. This position will help improve equity in our budget preparation and implementation.

Departmental Climate, Culture, Training & Communication

The Department of Finance continues to improve communications and processes through all Finance Bureaus. Based on our assessment, one of the Department's strengths is our employee commitment to values of fiscal integrity and process. While the concepts of equity may not be as familiar to all Finance employees, our expectation is that when employees are provided with support and training, they will be active participants in identifying applications for equity principles. Another strength is our commitment to encouraging the participation and leadership development for the next generation of subject matter experts within the Department. The Department of Finance is working extensively in partnership with the Department of Human Resources and Baltimore City Information Technology to conduct the citywide implementation of Workday Phase I Human Resources, Payroll and Phase II Accounting and Budget Modules. Workday is a cloud-based enterprise resource management (ERP) that ultimately, when fully implemented will deliver user and administrative tools across financials, HR, payroll, budget, procurement and projects with a single source of data. As part of this implementation, the Department of Finance identified existing employees in a variety of roles to serve as Functional Leads and Subject Matter Experts, roles which required additional support and training, but which is allowing staff to develop extensive expertise and providing additional opportunities for leadership development. We also believe Workday will provide the necessary data tools to assist agencies with their equity tracking and equity decision making.

One of the existing gaps is ensuring adequate communication across all Finance Bureaus. Given recent staffing and logistics arrangements due to the COVID 19 pandemic it has become even more critical to identify opportunities to enhance opportunities for leadership and staff to share information and ensure that a connection to the team culture and mission are maintained.

One possible area of focus to support efforts on departmental climate, culture and communication is our work to understand the full functionality of the Workday modules and how to utilize Workday data effectively to understand workforce diversity and employee engagement.

THE BALTIMORE CITY DEPARTMENT OF FINANCE

In addition to facilitating the Workday project through leadership of the Director of Finance as a Workday Executive sponsor and the Functional Leads and Subject Matter Experts, the Department of Finance has selected Workday Agency Readiness Coordinators (ARC) to facilitate communication and training in all finance bureaus. Additionally, prior to the COVID-19 pandemic and resource constraints the Department had finalized a scope of work to obtain an additional consultant resources to assist our assessment and training process. The Department plans on reevaluating the scope and identifying alternatives.

Equity Policies & Implementation Practices

The Department of Finance recognizes the importance of equity in the services we provide. Many of the services we provide are mandated by law, however we continue to assess the role of equity in administering these functions. One action area of focus in Fiscal Year 2021 is the Department of Finance will be finalizing a review of all City fines and fees and include an equity lens in that process. While most of the City's revenue comes from property and income taxes, fines and fees are a source of income that the City has the opportunity to proactively define.

An additional area of focus is Procurement which comprises the City's purchasing function for all City goods and services outside of public works and professional services. Continual review of the effectiveness of existing policies and the development of new policies which encourages the development of businesses in an equitable way. Emphasis on MBE/WBE outreach also will continue.

ADVANCING EQUITY

The Department of Finance continues to make progress toward equitable provision of services, practices and policy development.

Bureau of Accounting and Payroll Services

- BAPS Payroll section previously implemented a payroll card option for employees who do not currently utilize traditional banking methods. This year, Payroll increased communication Citywide on the availability of direct deposit and/or payroll card options to decrease employee reliance on paper checks.

Bureau of Budget and Management Research

- BBMR conducted research on best practices and connected with municipalities across the country, including San Antonio, Louisville, and Portland, to gain insights into how to operationalize equity in the budget process. Based on this research and where the City is in "normalizing" equity, we focused on assessing each agency's current understanding and engagement in equity work.
- BBMR has worked to include equity considerations in Council Bill legislative responses and in Maryland General Assembly Department of Legislative Services fiscal note information requests.
- In the budget process, BBMR includes equity as an assessment measure when reviewing enhancement proposals, giving weight to equity outcomes.
- In addition, the Department of Finance and BBMR worked with the Mayor and City Council to pass Ordinance 20-342, which established a tax on ride sharing programs that originate within the City. This is an effort to expand and diversify the City's tax base with the aim of collecting taxes from visitors to the City and possibly reducing the tax burden on City residents.

THE BALTIMORE CITY DEPARTMENT OF FINANCE

Bureau of Revenue Collections

- BRC collects all money that is due to the City. Customers can pay most bills in person, online, using a smartphone, over the telephone (Interactive Voice Response [IVR]) or by mail. BRC has expanded the cashiering system to include various types of payments, i.e. water, licenses, and tax sale. True to our mission, the Department of Finance is committed that all residents in or out of the traditional banking system or credit cards have the same ability to pay their financial obligations to the City.
- In our ongoing effort to treat all customers fairly, BRC provides new hires customer service training and refresher training to all public facing employees. Finance also provides foreign language translation services to customers as needed.

Procurement

- Procurement has many new initiatives this year, including but not limited to a new intranet for use by City employees. This intranet includes updated user manuals, updated active PDF forms, and submission portals for all typical Procurement activities. This will make the agencies' tasks easier and will increase conformance to City policies and procedures. While some staff may have had formal training in Procurement, others may have less familiarity. Standardizing the availability of information not only streamlines procurement, but it supports staff development and the participation of smaller vendors by making the process easier to understand for all City staff.
- Procurement does not make resource allocation decisions but is responsible for advising on procurement procedures and policies, and for responding to all requests from agencies to obtain goods or services to meet their goals in achieving equity. Equity in the procurement process is considered both in the competitive bidding process, and on individual procurements. The Bureau holds workshops and attends small business events (both as a participant and a presenter) in order to identify either perceived or actual barriers to a vendor's participation in competitive bidding process. This year the Bureau became an active member in several local chambers of commerce to reach a broader audience of prospective vendors. Further, Procurement has worked with the LGBTQ Chamber to actively identify vendors who are interested in doing business with the City. Procurement works to educate prospective bidders on the process so that even small businesses that are new to bidding on government contracts can feel confident that they will be afforded an equitable opportunity. Procurement staff are empowered to ask bidders to inform us of structural challenges that would discourage them from bidding. Procurement also attempts to have various sizes of contracts that are right for various sizes of vendors, so that efficiency is not the sole determining factor in contract structure. Procurement is also examining the impact of payment methods as barriers to small business participation and is piloting use of a procurement card as a payment method for two small, local companies. Procurement intends to evaluate the expansion of that method.

CONCLUSION

In reviewing best practices there are several frameworks and models that can be used to implement an equity lens into the work of the Department of Finance. However, central to all models is a clear articulation of goals, investing resources and time into the work, and using data to develop a baseline and assess progress.

To that end, the next phase will include continued membership with the Government Alliance on Race and Equity, developing a scope of work commensurate with budgeted funding, implementing management and staff training and forming constructive internal and external work groups to enhance policies and practices that support both fiscal integrity and equity.

BALTIMORE CITY RECREATION AND PARKS

ORGANIZATIONAL OVERVIEW

Baltimore City Recreation and Parks plays a vital role in the daily experiences of residents. From the trees we maintain to the programs we provide, how we operate affects you. Our primary focus is to enhance the quality of life for communities, residents, and visitors. Since May 2019, we've worked collaboratively with elected officials, local partners, community stakeholders, residents, and staff to define our priorities for the next five years. We collected over 875 surveys, held over 15 community meetings, and met with hundreds of residents and identified the following areas of focus: Our Culture examines how we professionally develop employees and increase morale, creating an ideal work environment. Our Community delves into how we engage with and further develop relationships with residents and partners to ensure a positive experience for all. Our Work takes an introspective look into our organizational infrastructure and how we proactively prioritize our processes, finances, work management, and inter-agency policies. Our Spaces evaluates how we build, renovate, and maintain our physical inventory, which includes both our buildings and green spaces. Each priority and performance measure integrates diversity, equity, access, and inclusion. As we move forward, we hope you'll gain confidence in the new direction of Baltimore City Recreation and Parks. (Rec 2025, appendix F).

Mission Statement

To improve the health and wellness of Baltimore through maintaining quality recreational programs, preserving our parks and natural resources, and promoting fun, active lifestyles

Vision Statement

To build a stronger Baltimore one community at a time through Conservation, Health & Wellness, and Social Equity.

Values Statement

Accountability: We take ownership of our decisions and actions.

Honesty: We are transparent, forthcoming, and ethical in our daily actions.

Integrity: We are true to ourselves and others, keep our promises, and are consistent between what we say and what we do.

Innovation: We dare people to be different and challenge them to create something unique in their goals.

Optimism: We create a culture of hope by providing exceptional opportunities.

METHODOLOGY

The self-assessment was completed by BCRP's executive staff and by the equity scorecard workgroup that was created to address measurement 3.3 in our Rec2025 plan. The goal for Section 3.3 of the Rec2025 strategic plan is to develop an equity scorecard that establishes how BCRP's services and facilities address disparities in Baltimore neighborhoods.

The survey was placed in survey monkey and a link was sent out. Additionally, the survey was discussed during senior staff meetings and reminders were sent out. A member of HR is included in the equity workgroup.

BALTIMORE CITY RECREATION AND PARKS SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, & Governance

Upon review of survey results, BCRP scored 19 on the equity survey. The top scores were received for the following questions:

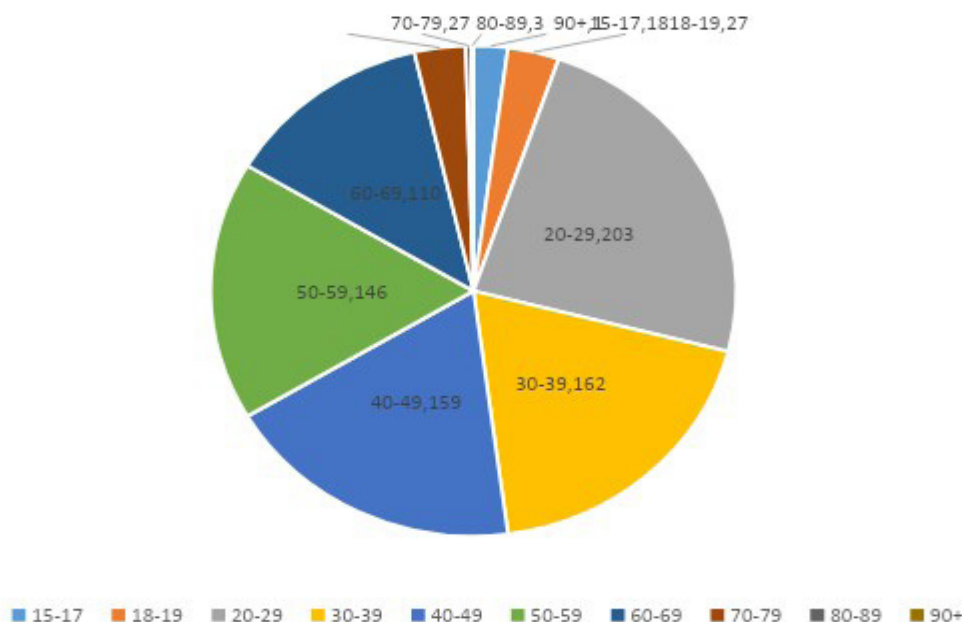
1. Are senior-level leadership employees trained and knowledgeable at a beginner level regarding the issues related to barriers to equal opportunity and equity in Baltimore City?
2. Do your resource allocations (i.e., capital and/or operational budget) reflect the goal of reducing barriers to opportunity and reducing disparities within and outside your agency?
3. Does your agency apply an equity lens/analysis to its policy issues/creation/implementation?

BCRP is becoming more intentional about equity. We are hosting multicultural events for staff and also programming for the public. We are looking at the makeup of the neighborhoods we serve and ensuring that the staff we provide can understand and communicate with the people they are serving.

The following shows the comparison of demographic makeup of both the City of Baltimore according to the 2010 United States Census of Baltimore City and Baltimore City Recreation and Parks (as of March 2015 and March 2020).

<u>Race/Ethnicity</u>	<u>2010 Census</u>	<u>March 2015</u>	<u>March 2020</u>	<u>Change from 2015 to 2020</u>
African American	64.0%	74.6%	81.1%	+6.5%
Caucasian	29.4%	23.4%	16.8%	-6.6%
American Indian & Alaska Native	.4%	.25%	.5%	+.25%
Asian	2.3%	.25%	.7%	+.45%
Other Race	1.8%	N/A	N/A	No Change
Two or More Races	2.1%	.6%	.1%	-.5%
Hispanic/Latino	4.2%	.9%	.8%	-.1%
Males	47.1%	56.3%	53.3%	-3%
Females	52.9%	43.6%	46.7%	+3.1%

BCRP Employee Age Ranges



BALTIMORE CITY RECREATION AND PARKS

Equity Policies & Implementation Practices

We have reviewed our Capital budget to ensure our projects are equitably disbursed around the City and that the neighborhoods that need extra attention, receive it. We are in compliance with MWBOO goals set for each contract that BCRP manages.

Although BCRP did an equity assessment for the Capital budget, BCRP recognizes the need to assess the operational budget for equity as well. During the 2021 budget process, BCRP's equity officer reviewed each budget to ensure it addressed equity.

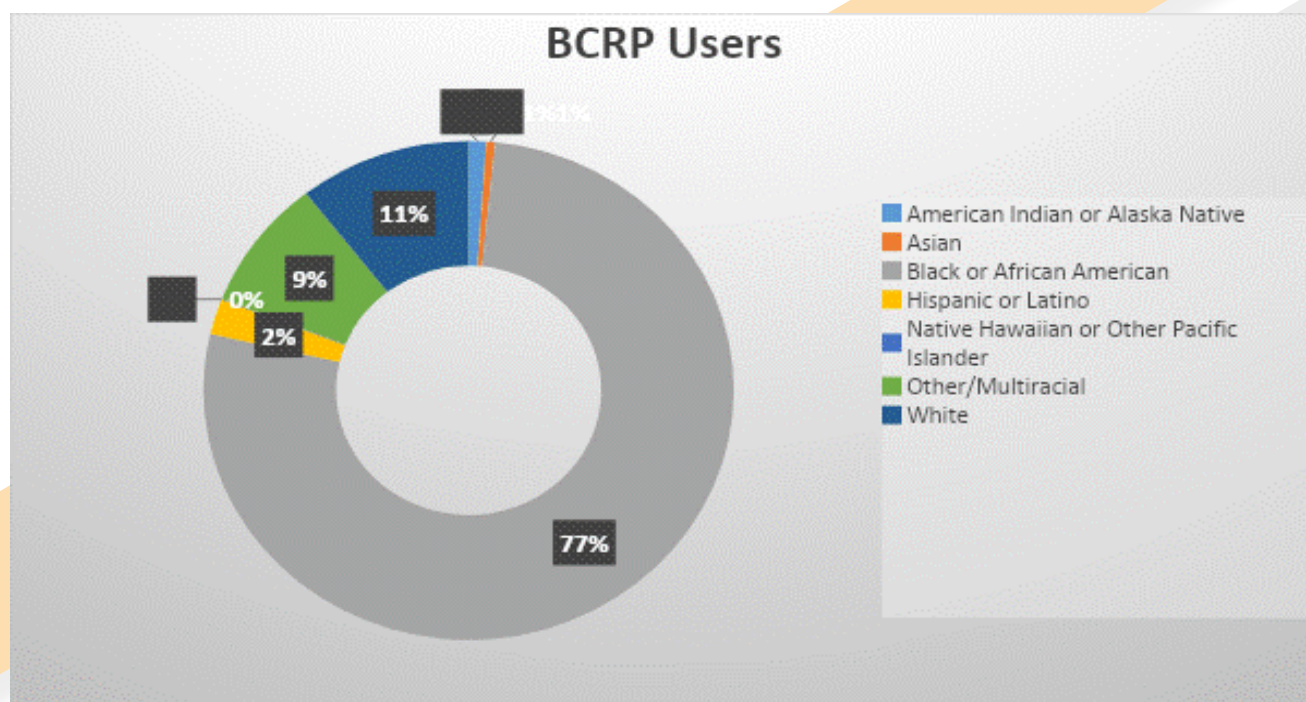
During the next budget cycle the review process will be more intentional and will include quarterly updates.

Departmental Climate, Culture, Training, & Communication

The Department of Recreation and Parks has identified an equity coordinator and equity team to review policies, procedures and operations. During the last budget cycle staff sent their budget proposals to the coordinator for review. Each proposal identified how the service addresses equity. Additionally, BCRP has had several multicultural events for staff to engage and learn from one another. These events encourage employee engagement and unify the BCRP family so that everyone's culture is appreciated and understood. BCRP is currently researching online unconscious bias and equity trainings to further educate and support our staff. The trainings provided by the equity office, has been shared with the staff and we have encouraged everyone on the executive team to attend.

Service Based Equity

BCRP will continue to evaluate program and service opportunities for those areas of the City identified as having unaddressed gaps in recreation service as well as those with adequate coverage. It is important to identify facility amenities in coordination with program and service delivery planning. Identifying the financial and cost recovery goals of facility development, filling gaps in service delivery, ensuring social equity in program and service delivery, and ensuring proximity to trails and open space are prerequisites to determining the desired amenities.



BALTIMORE CITY RECREATION AND PARKS

BCRP recently completed a study regarding our parks and the City's demographic makeup (LPPRP report, Appendix D,E). The information in the report will help us determine where Capital investments are made and how to program our open spaces. Additionally, BCRP will examine implanting the following National Recreation and Parks standards:

- Select or create data collection instruments that have been (or will be) vetted for use with the populations of interest. This helps to ensure appropriate and meaningful terminology and distribution methods based on needs and expectations.
- Employ data collection and analysis methods that address cultural differences in how knowledge is constructed and communicated.
- Use go-betweens to assist with collecting data from constituents who might be limited by language, literacy, or factors such as familiarity or trust. This may help with developing connections between evaluator and participant, which may lead to increased response rates.
- Engage and consult with those groups that are the focus of the evaluation in the analysis and interpretation of data, to address multiple audience perspectives.
- Tailor methods of reporting to different stakeholder groups in ways that address issues related to communication and language.

ADVANCING EQUITY

BCRP continues to evaluate our budget and ensures the equity is addressed in the review process. The process for the capital budget is attached in the appendix C. Additionally, during the last budget cycle BCRP reviewed all budget proposals to ensure that each service addressed equity. Additionally, during our Rec2025 rollout, BCRP held 15 town hall meetings around the City to hear from our users and also received almost 900 surveys from our users. They provided feedback on programming, communication and services. The Rec2025 report is attached in the appendix, the surveys and the plan are available in English and Spanish. Additionally, during our town halls we had a translator and sign language available to address everyone and get feedback from everyone. As a result of the Rec2025 planning process, BCRP will implement the following practices over the next 5 years to address issues within the community:

1. Increase internal communication between BCRP Divisions to ensure consistent messaging, clarity in roles, enhanced resources, and forecasting capabilities.
2. Develop clarity in all processes and procedures and effectively communicate it to BCRP staff, Baltimore residents, city agencies, and organizations that interact with BCRP.
3. Develop an equitable, strategic, and well-rounded programming structure reflective of the identity and needs of the various communities in Baltimore.
4. Increase BCRP's footprint in neighborhoods with limited resources by evaluating neighborhoods through an equity lens.
5. Increase the access of overlooked populations, specifically special populations, seniors, and youth, through the development and awareness of programmatic efforts.
6. Increase the amount of non-traditional and traditional funding sources to ensure that BCRP can provide exceptional service to Baltimore residents.

CONCLUSION

BCRP has become intentional about equity. We realize there are communities that have been marginalized and treated unfairly. As an agency, our mission is to improve the health and wellness of Baltimore through maintaining quality recreational programs, preserving our parks and natural resources, and promoting fun, active lifestyles for all citizens of Baltimore. Our vision is to build a stronger Baltimore one community at a time through Conservation, Health & Wellness, and Social Equity. Many of our programs are free or have a low fee. Because we offer services that shape young lives and enrich the lives of adults, Baltimore City Recreation and Parks is the agency to bridge generation and social-economical gaps.

THE MAYOR'S OFFICE OF PERFORMANCE AND INNOVATION

ORGANIZATIONAL OVERVIEW

The Mayor's Office of Performance and Innovation (OPI) was created after the inauguration of Mayor Young, through the merger of CitiStat and the Innovation Team. CitiStat provides data driven performance evaluations for local agencies in order to improve service delivery for Baltimore City residents. Innovation Team conducts comprehensive research that highlights, bold and creative solutions to Baltimore City's systemic issues. Issues covered by OPI include youth justice, youth engagement, city cleanliness, police recruitment, cyber incident mediation, and transit improvement.

OPI's staff of 14 is divided between two subdivisions, Innovation Team (3) and CitiStat (10). Dan Hymowitz is OPI's executive director.

METHODOLOGY

The information used to populate OPI's Advancing Equity Agency Self-Assessment was gathered through a Google Form which was sent out to OPI staff. To improve data validity, names were not collected on the first agency self-assessment Google Form. Names were collected in a follow-up form to detail what DEI training OPI staff have undergone. Agency self-assessment questions not pertaining to staff were answered by Dan Hymowitz.

SELF-ASSESSMENT ANALYSIS

Agency's strengths based on the results of the assessment

OPI is an organization with a relatively younger staff with an average age of about 30. Younger employees allow for flexibility, intuitiveness, and forward thinking. Barriers to changing an individual's method of interacting with others or adopting new concepts are less frequent with younger employees than compared to older employees. Based on the responses to OPI's first equity form, a large portion of OPI staff understand "equity" as a concept. Another advantage within OPI is the equity driven analysis conducted by its subdivision, CitiStat. Examples include assessing what recreation center programs are available depending on neighborhood and which neighborhoods have the highest percentage of street cleaning service requests completed on-time. OPI's Innovation Team was cognizant of equity related to police hiring.

Agency's gaps based on the results of the assessment

Priorities for OPI align almost directly with the mayor. Though equity is currently a top priority of Mayor Young, any changes in leadership or direction could impact how equity is addressed by OPI. Additionally, OPI can change structurally depending on leadership priorities. Due to potential structural changes pertaining to OPI going forward, how equity is translated to workflows and procedures will also change.

Possible action areas based on the results of the assessment

OPI should strive for more comprehensive, whole office DEI training exercises to ensure all staff members have uniform understanding of equity.

Within OPI, CitiStat helped DPW translate equity into its service delivery through analysis that identified disparities between neighborhoods with higher rates of overdue cleaning SRs than compared to others. Neighborhoods that are traditionally underserved and were comprised of protected communities had a higher rates of DPW SRs that were not on-time.

REFLECTIONS

OPI's staff has a solid foundation to become a leader in ensuring Baltimore City treats its citizens fairly across all service delivery types. A majority of its staff members have preexisting knowledge of equity and understand its importance

THE BOARD OF LIQUOR LICENSE COMMISSIONERS FOR BALTIMORE CITY

ORGANIZATIONAL OVERVIEW

The Board of Liquor License Commissioners for Baltimore City was created by Act of the State Legislature after the repeal of the Volstead Act in 1933. Prior to Prohibition, alcoholic beverage licenses were issued directly by the Clerk of what was then referred to as the Court of Common Pleas. There was little intervention on the part of the public, zoning or other authorities, and alcoholic beverage licenses were routinely issued as in the case of Trader's Licenses, marriage licenses, etc.

When the Volstead Act was repealed, it became apparent that appropriate controls and licensing of alcoholic beverages at the retail level were necessary for the State of Maryland to ensure public safety. Boards of Liquor License Commissioners were, therefore, created in all of the political subdivisions in the State of Maryland by an act of the Maryland General Assembly. Passed in 2016, the Alcoholic Beverages Article is the controlling alcoholic beverage statute for the State of Maryland.

There have been many changes in the law since 1933, and at each session of the Maryland General Assembly, new laws and statutes are introduced and passed which affect the operation of alcoholic beverage establishments in Baltimore City and throughout the State of Maryland.

The Board of Liquor License Commissioners for Baltimore City is an agency of the State. Every two years, the Mayor and the City Council President, with the advice and consent of the City Senators, appoints four individuals (two each) to serve as Commissioners on the Board of Liquor License Commissioners for Baltimore City, one of whom is designated as the Chairman. As a body, the Board administers the statutes, laws, ordinances, and its own Rules and Regulations regarding the operation of alcoholic beverage establishments in Baltimore City. Currently, there are approximately 1,221 alcoholic beverage establishments in Baltimore City which is a reduction from the approximately 2,200 licenses there were in 1968.

Mission Statement

The Board of Liquor License Commissioners for Baltimore City (BLLC) is tasked with licensing and regulating alcoholic beverage and adult entertainment establishments in Baltimore City. The BLLC promotes transparency and clarity for all stakeholders by utilizing a highly collaborative process with various governmental and community stakeholders through which it develops City-wide rules and policy. This process furthers BLLC's primary mission to regulate alcoholic beverage and adult entertainment licenses in compliance with Federal, State, and local law.

Agency Breakdown

The agency has 24 employees in 4 divisions: Commissioners, Executive, Administrative, and Inspection.

They are broken down as follows and as shown in the following organizational chart:

4 Commissioners (3 Permanent, 1 Alternate)

2 Executives (Executive Secretary, Deputy Executive Secretary, Executive Assistant)

6 Administrative (Assistant Executive Secretary, 3 Office Assistant II, 1 Executive Assistant, 1 Accountant I)

10 Inspection Division (1 Chief Inspector, 4 LB Inspector III (Agents), 2 LB Inspector II, 3 LB Inspector I)

1 Community Liaison

1 Appellate Attorney

THE BOARD OF LIQUOR LICENSE COMMISSIONERS FOR BALTIMORE CITY

METHODOLOGY

The self-assessment was completed by Ms. Kimberly Kerns, Executive Assistant and HR lead for the agency. The assessment reflects an evaluation of the current environment of the agency,

SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, & Governance, and Departmental Climate, Culture, Training, & Communication

Agency's strengths based on the results of the assessment

The BLLC's strengths exist within the agency's diverse makeup in terms of employees' demographics, experience, and backgrounds, and the commitment to and understanding of equity by higher level Executives and other employees in leadership roles.

Agency's gaps based on the results of the assessment

Potential gaps in the assessment are evident in a need for creation or improvement of equity training for all employees, and more direct incorporation of an equity lens into the mission and vision of the agency.

Possible action areas based on the results of the assessment

- Seeking out and incorporating equity training for all employees.
- Further reviewing and adapting the agency's mission and vision to more actively incorporate equity.

The above actions and considerations may change throughout the year based on evaluations and assessments done during the course of the continued equity review.

Equity Policies & Implementation Practices, and Service Based Equity

Agency's strengths based on the results of the assessment

Agency strengths exist in the form of a broadened effort to direct services such as inspection and outreach to all stakeholders across the City.

Agency's gaps based on the results of the assessment

Potential gaps in the assessment are evident in the lack of detailed statistical measurements of equity in services and outreach, and the potential obstacle due to the direction of City and State partners or legal requirements that control the agency's practices.

Possible action areas based on the results of the assessment

- Partner with City agencies to gather equity data and incorporate this data into the planning, implementation, and measurement of the services provided such as licensing, inspection, and outreach.
- Once the above practices are incorporated, communicating to our City partners the direction of the BLLC's practices concerning language translation, Board composition, and enforcement partnerships.

The above actions and considerations may change throughout the year based on evaluations and assessments done during the course of the continued equity review.

THE BOARD OF LIQUOR LICENSE COMMISSIONERS FOR BALTIMORE CITY

ADVANCING EQUITY

Agency Highlights

- Continued the practice of hiring with an equity lens to create and maintain a diverse agency team.
- Worked with multiple stakeholders in a public process in drafting various new rules and regulations including for Cross Street Market and the CIAA Tournament licenses, making sure all voices had a chance to be heard.
- Incorporated equity into the outreach of the organization through the work of the Community Liaison, effectively covering the City community and business associations in a highly equitable fashion based on reaching all Council Districts and areas of the City.
- Through equity in outreach, affected the practices of the inspection division in responding to a broader array of complaints from neighborhoods and associations that may otherwise not have been reached directly.
- In collaboration with the Mayor's Office of Immigration, continued to provide translation of documents for our licensees, especially for new guidelines specific to the Covid-19 outbreak.

CONCLUSION

Upon review of the policies, procedures, services, and outreach efforts, it is apparent in the assessment of the agency that there are areas with challenges in focusing on issues of equity. These areas, now identified and to be further reviewed, are opportunities for growth. We also have areas of strength upon which we can build in that we have a uniquely diverse team that equitably reaches out to multiple stakeholders across the breadth of our work: Through our outreach and engagement, we interact equally across the City with not only all neighborhoods and demographics in our outreach, but also all of their elected officials and representatives. Additionally, in our licensing and regulation activities, we serve a highly diverse population of licensees, comprised of multiple ethnic groups, immigrant communities, and a variety of languages.

As a State agency partnering with the City, some issues may fall beyond the ability of the agency to control in the lens of equity, such as the makeup of the Board due to appointments, or the rules and regulations that may limit the scope of our inspection work, especially when coupled with other agencies in joint enforcement activities. We may not always be guiding the direction, but we can work with those partners upon our implementation of a more focused intent on equity in our mission.

The broad goals we have set forth will serve as a starting point for the agency to break down into achievable objectives throughout the coming year. From vision and mission to practical tasks, we can determine more exactly the goals within each division, create measures and practices of accountability for the resulting directives, and integrate equity further into our work to the best of our capabilities.

FAMILY LEAGUE OF BALTIMORE

ORGANIZATION OVERVIEW

Since 1991, Family League of Baltimore (Family League) has been the designated Local Management Board for the City of Baltimore. It serves as an architect of change by promoting data-driven, collaborative initiatives and aligning resources to create lasting outcomes for children, families, and communities with a vision of a Baltimore where every child grows up in a family that thrives. Family League believes that racial equity plays a pivotal role in realizing its organizational vision and that it can be achieved when race no longer determines the life trajectory of people in Baltimore. As such, Family League applies a racial equity lens to its policies, practices, organizational culture, and grantmaking.

We currently have 45 filled staffed positions and a 17-member Board of Directors, which includes 5 ex-officio representing Baltimore City's human services agencies.

Equity is one of our six values and in FY19 our internal equity workgroup (which has representation from all teams and all staffing levels) assisted in developing a public equity statement for the organization. As a part of our ongoing commitment to equity we have implemented mandatory equity training for all staff annually, and for the upcoming fiscal year have required each initiative team within our organization to develop and implement an anti-racist workplan that will address equity challenges teams identified during our last equity training.

METHODOLOGY

Family League's Senior Director of Grants and Contracts serves as the organization's Equity Coordinator and helps facilitate the assessment process. The assessment was shared with the internal equity workgroup for feedback and data to respond to the questions were collected via a Google form, and ad hoc reports pulled from our payroll and finance systems.

SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, & Governance

Family Leagues received an equity score of 23 on the self-assessment and per the score card; the advised next steps were to modulate/streamline staff/organizational capacity. As previously mentioned, equity has been a value for Family League for a long time; however, the assessment helped reveal that we could improve in being more intentional with implementing equity in our internal human resources and finance processes. This information has been shared with our equity workgroup so teams can address lower scoring items within the anti-racist workplans

Equity Policies & Implementation Practices

Equity policies and implementation were higher scoring items for our organization. We largely believe this to be due to our Racial Equity Analysis tool to support our efforts to advocate for policy changes in a way that mitigates the impact of racism entrenched in existing structures by accounting for stakeholder input, unintended consequences, root-cause transformational ability, and questions of implementation in the development of legislation. We also evaluate internal policies and practices using this tool always asking ourselves who would be oppressed, underserved/marginalized and/or excluded by a policy or practice decision.

Our People and Culture (Human Resources) team as part of strategic planning is developing a Human Capital Strategy informed by the feedback from our Community Needs Assessment and City's self-assessment to improve equitable policies in practices. Additionally, our Finance team is also researching participatory grantmaking as a way to make improvements in equity within their team.

Departmental Climate, Culture, Training, & Communication

Again, we scored high in these areas, which can largely be contributed to the work from our internal equity workgroup. This group serves to spearhead the organizations equity efforts, which allows equity to be a core part of all our work.

FAMILY LEAGUE OF BALTIMORE

As previously mentioned, all staff are required to participate in one equity training, which is scheduled by our People and Culture team. We also have developed separate caucuses for our People of Color staff and our White staff to have a safe space to discuss and work through equity challenges.

Service Based Equity

One of the directives from the State is that local management boards are prohibited from providing direct services. Therefore, the services we provided are better categorized as indirect supportive services, largely in the form of funding and professional development. As previously mentioned, we are looking into participatory grantmaking and budgeting as potential methods to improve the equity in our grantmaking and fiscal processes.

Our Professional Development team provides coaching and professional development focusing on a wide range of topics that move our partners and the community as a whole closer to realizing the vision of a Baltimore where children, youth and families have the opportunity to thrive. Participants in our workshops represent the diverse population of the City of Baltimore and the various needs of its residents. We deliver the most current research and best practices to support well-designed, high-impact programs and activities. We offer a variety of workshops throughout the year, all free of charge to participants and open to the entire community. Last year we implemented a survey to assist us with providing the trainings that the communities we serve shared they needed.

ADVANCING EQUITY

Family League prides itself on being the change we wish to see in Baltimore. We were excited that in addition to the required training a significant number of our staff participated in other trainings to expand their knowledge on equity. Some examples of trainings include Baltimore Racial Justice Action Training, Race Matters, Building a Racial Equity Culture, Understanding Implicit Bias and Interrupting its Toll on Youth, Fostering Cultural Competency and LGBTQ Diversity in Evaluation Practice, and The Change We Seek. Likewise, many of our staff reported engagement in collaborative tables and workgroups outside of the organization such as Maryland Philanthropic Network Equity, Diversity and Inclusion Committee and B'more for Healthy Babies Equity Workgroup.

Other highlights reported from staff included:

- Reviewing our [staff] recruitment process and making changes that promote racial equity, such as deconstructing default requirements on job postings that may create unnecessary barriers to applicants and removing language that is exclusionary
- Implementing our Expanded Youth Program, which utilized funding provided by the City of Baltimore, to fund small community-based organizations that look like the communities they serve. We were excited that 68% of the awards granted through this initiative were first time recipient of funding from Family League.
- Working with a local community leader and organization to use urban agriculture as a way to address food apartheid issues in the Cherry Hill community.

CONCLUSION

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

We understand to achieve the outcomes we desire for our Baltimore families we must apply a racial equity lens to our policies, practices, and organizational culture. We continue to evaluate and develop new practices and rebuild relationships that are based upon a commitment to justice and the dismantling of institutional racism. We expect to be held accountable to equitable practices by the communities with whom we work and are committed to holding our partners accountable for implementing equity practices as well.

CITY OF BALTIMORE

DEPARTMENT OF HUMAN RESOURCES

ORGANIZATION OVERVIEW

In 2018, the City of Baltimore promulgated Ordinance 18-160, the Equity Ordinance. This legislation requires City agencies to assess existing and proposed policies and practices for disparate outcomes based on race, gender, sexual orientation, or income and to proactively develop policies, practices, and investments to prevent and redress those disparate outcomes. The Department of Human Resources identified an Equity Coordinator who coordinated with the DHR Senior Leadership Team to form an internal agency equity committee. The result of the DHR committee's work among other things is this Diversity, Equity, and Inclusion plan and the accompanying Equity Toolkit. Our committee recognized that a lack of workforce diversity and inclusion is often the result of past and current practices - systemic inequities - which must be addressed.

This document represents key actions the committee is recommending the agency take toward achieving diversity, equity, and inclusion in the areas of Leadership, Culture and Climate, Recruiting and Hiring, Training and Professional Development, and Service Delivery. Each of these action items will be subject to thorough financial and policy reviews.

Mission Statement

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

Vision Statement

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

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

SELF-ASSESSMENT ANALYSIS

Opportunities and Challenges

There are already a number of existing efforts this proposal will support and collaborate with including, but not limited to:

- The Office of Civil Rights and Wage Enforcement is working on multiple strategies to address systemic inequities and advance equitable outcomes on a city-wide basis.
- Agency Leadership's Strategic Alignment Team who have identified Equity as a priority in 2020 Strategic Planning Initiative.

The DHR Diversity, Equity, and Inclusion Plan provides additional opportunities as well as recognizes potential challenges. Below are some strategies intended to proactively address barriers to successful implementation:

- Ensure buy-in and support from all agency leaders and supervisors.
- Commit to the efficient use of available budgetary and human resources to accomplish
- Plan goals while advocating for greater allocations as needed.
- Establish clear metrics and measurement tools to track the impact and effectiveness of the diversity, equity and inclusion plan.

CITY OF BALTIMORE

DEPARTMENT OF HUMAN RESOURCES

Departmental Commitment, Leadership, & Governance

- Leaders at all levels have completed the established Diversity, Equity, and Inclusion leadership training.
- Leadership develops and implements strategies and prioritizes resources to ensure Diversity, Equity, and Inclusion Plan objectives are met to achieve fair and equitable outcomes.
- Appoint a Diversity, Equity, and Inclusion Officer responsible for the implementation and improvement of the Diversity, Equity, and Inclusion Plan.
- Leaders will support the efforts of the Office of Equity and Civil Rights.

Equity Policies & Implementation Practices

Recruiting, Hiring and Retention Outcomes

- Our workforce, including leadership, is diverse and talented.
- Hiring managers receive education and assistance to ensure that our hiring practices are consistent and transparent.
- Applicant pools are diverse and reflect the demographics of the communities we serve.
- Positions that serve communities with limited English proficiency are filled by staff fluent in their language.
- Prospective and current employees are aware of our reasonable accommodation policies, procedures, and resources.

Training and Professional Development Outcomes

- Our employees are engaged in equitable work practices, such as designing and delivering programs in a culturally and linguistically appropriate manner, and are committed to our Agency's diversity, equity, and inclusion goals.
- A core group of diversity, equity, and inclusion subject matter experts has been established to support training and professional development implementation throughout the agency.
- Employees have received diversity, equity, and inclusion training and are prepared to establish these principles as core priorities for how the agency carries out its mission.
- Employees are able to identify and reduce implicit bias and systemic inequities.

Departmental Climate, Culture, Training, & Communication

- Employees are aware and respectful of the department's diversity, equity, and inclusion efforts.
- Identify organizations with experience eliminating systemic inequities to help us strengthen our diversity, equity, and inclusion initiatives.
- Communication with our customers occurs in the language of their choice and meets National Culturally and Linguistically Appropriate Services Standards.²
- Feedback from customers, community partners, stakeholders, and employees is incorporated in our decision-making and implementation procedures.

Service Based Equity

- Systemic bias in our department's policies and procedures have been identified and eliminated.
- Our vendors, service providers, and stakeholders assist the agency's efforts to address systemic inequities by collaborating with our diversity, equity, and inclusion plans.
- Underserved populations are well represented in the department's vendors and service providers.

CITY OF BALTIMORE

DEPARTMENT OF HUMAN RESOURCES

CONCLUSION

The Department of Human Resources for Baltimore City will continue to hold Diversity, Equity, and Inclusion as essential values to support our core Mission, Vision, and Values. Addressing issues of diversity, equity, and inclusion is the work of us all. As an organization, we will implement recommendations in this proposal through the commitment by Agency leadership, the Diversity, Equity, and Inclusion Council, and action teams consisting of representation across the department.

Systemic inequities cannot be eliminated by the actions of a few. Our success is dependent on employees and partners of DHR taking strong positive action for the culture to change. This proposal provides employees throughout DHR the tools and education to build a more culturally inclusive workforce that is accountable to the communities that we serve.

THE BALTIMORE CITY DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

ORGANIZATION OVERVIEW

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

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

Mission Statement

Lead City efforts to promote thriving neighborhoods through community revitalization investments; support for new and existing homeownership; funding critical programs and neighborhood stakeholders; creating and preserving affordable housing and ensuring safe conditions through code enforcement.

Vision Statement

A Baltimore where current and future residents live in safe and decent housing in thriving, inclusive and equitable neighborhoods.

Values Statement

Equity and Inclusion; Customer Service; Innovation; Integrity and Transparency; Partnership; Sustainability

METHODOLOGY

Pre-existing data was primarily used for the preparation of this report. Deputy Commissioners for various divisions were contacted if any additional information was needed.

SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, & Governance

Agency strengths are noted in the fact that DHCD has in place a comprehensive action plan that includes equity principles and focuses on investment in historically disinvested areas. DHCD also has developed and implemented several tools used for collection of demographic data and programmatic activity.

The Framework for Community Development articulates a theory-of-practice based on experience and data of how the City can accomplish positive, equitable, neighborhood transformation. The Agency acknowledges that this approach requires that we understand and commit to redress the long-standing race-based barriers and policies that have devastated neighborhoods, concentrated poverty, and created an affordable housing crisis.

THE BALTIMORE CITY DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

DHCD is threading redevelopment activities - such as acquiring and rehabilitating vacant homes and building mixed-income affordable housing - with code enforcement, blight remediation and litigation; assisting existing homeowners and residents to help them stay in their homes; supporting neighborhood place-making and amenities; coordinating across agencies through the Mayor-led Neighborhood Cabinet; and collaborating at every step with residents, community groups, philanthropic institutions, nonprofits, state leaders and private investors to ensure community voices are central to shaping neighborhood redevelopment. With respect to any gaps the agency may have that could impact efforts to close gaps in policy, practices and allocation of resources, the identified area for improvement is with respect to a Language Access Guidance Plan. DHCD is presently working with the Mayor's Office of Immigrant Affairs to develop a Language Access Guidance Document to ensure the Agency's outreach and community engagement efforts are not impeded for limited English proficient individuals, and to ensure that all communities are aware of opportunities.

Equity Policies & Implementation Practices

DHCD's equity policies and implementation practices are captured in the agency's report: A New Era of Neighborhood Investment: A Framework for Community Development. The Framework is DHCD's guiding strategy to preserve and revitalize Baltimore neighborhoods. The Framework is based on **three key policy approaches**.

Promote equitable economic growth. Nurturing and relying on the wisdom of community-based leadership to develop a vision of neighborhood change, we will ensure that revitalization will be guided by existing residents and homeowners and that they will directly benefit from changes in their neighborhoods. Support of legacy homeowners, youth, and families, coupled with development of quality affordable housing, will both minimize displacement and promote racial equity.

Build resources for investment. The City has launched the Neighborhood Impact Investment Fund and through the CIP continues to leverage private and Federal and State funds, particularly Project CORE. Our CIP includes the Community Catalyst Grants program in addition to dedicated funds for affordable housing.

Invest in all neighborhoods. The City will build-from-strength in disinvested neighborhoods where smart public investments can leverage private resources for positive, equitable, transformative growth; improve existing conditions while building assets and nodes of strengths in areas where near-term, neighborhood-wide transformation is beyond the reach of current public resources; and preserve the strength of middle-neighborhoods in which the bulk of Baltimore's homeowners, primarily African-Americans, have invested their generational wealth.

Every year, the agency presents phases of a 6-year capital improvement plan to implement strategies. A summary of **key implementation practices** includes:

Affordable Housing: As part of its intentional, equitable community development efforts, and to minimize displacement, DHCD supports the production and preservation of quality affordable housing. The DHCD FY21 request includes \$5 million in bond funding as approved by Baltimore City voters. Through these resources, the ongoing use of HOME funds and the revenue committed to the Affordable Housing Trust Fund, DHCD can improve housing outcomes for hundreds of families a year.

THE BALTIMORE CITY DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Supporting Partners: The Community Catalyst Grants program represents a significant investment in building the capacity of community-based organizations driving community development in neighborhoods. The requested capital will support local community-led projects, and most importantly, those led by new and emerging organizations, including affordable housing and mixed-use developments.

Demolition and Stabilization: By City Charter, DHCD enforces the housing code and addresses blighted and unsafe conditions in the City. Demolition is often a necessary component of this work, both to eliminate blight and create sites for redevelopment. The stabilization of deteriorating vacant properties is equally important in blocks that communities choose to preserve. City demolition capital leverages more than \$18.75M annually in State Project CORE demolition and other investment.

Redevelopment Projects: DHCD has critical, ongoing project commitments for multi-year Capital investments to improve neighborhoods. These include: the transformative Perkins/Somerset/Old Town Choice Neighborhoods project in which City capital leverages \$30M in federal grant dollars and an estimated \$800M in other funds; the 17 acres recently awarded for Park Heights redevelopment; large-scale rehabilitation in Upton; new homeownership construction in Druid Heights; the exciting Centre West Poppleton project; a new neighborhood in Uplands; and the “Tivoly Triangle” project through which one of the City’s most dangerous and dis-invested areas is being reborn as a new home ownership community.

Preserving and Incentivizing Home Ownership: Homeownership is a widely held aspiration which generates important social and psychological benefits for families and stabilizes neighborhoods and property values. The DHCD CIP request includes loans and grants to assist low- and moderate-income homeowners with weatherization, energy efficiency and roof and home repairs that are critical to preventing displacement, homelessness, and blight. This support helps ensure that residents benefit as the neighborhoods in which they have long lived begin to thrive again, and that they have assets to pass to future generations.

Property Acquisition, Relocation, Disposition, and Asset Management: To carry out community development, City government has the role and responsibility to acquire, assemble, hold and dispose of real property, including conducting relocation when required. City Capital supports these critical functions, which underlie most of the neighborhood revitalization and blight removal efforts described herein.

Priority Impact Investment Areas and Middle Neighborhoods: Working with community-based partners, DHCD will concentrate investments in areas where public investment can leverage equitable, positive transformation in the near-term, continuing to “build from strength” as the City has successfully done in recent decades. The CIP request includes capital to support these efforts through geographically targeted acquisitions, demolition, stabilization, development projects, and other activity.

Departmental Climate, Culture, Training, & Communication

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

THE BALTIMORE CITY DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

DHCD is pleased to have seasoned professionals as part of the DHCD leadership team, whose inherent background includes work in diversity, equity and inclusion. Team members include those that have been leaders in housing equity, civil rights advocacy, economic inclusion, neighborhood-led planning, urban history, and community engagement. Recent training opportunities have been those provided by the Office of Equity and Civil Rights over the past year. Jalal Green, Nadya Morgan and Isabel Harder have all attended offered sessions.

The agency has communicated the organizational intention and direction to the full staff, with the publication and emphasis on the Community Development Framework and its tenets. There are also several platforms that we utilize to communicate with staff on an on-going basis, including the Employee Newsletter and regularly scheduled Lunch & Learn sessions where we underscore the work of the Agency and its principles.

Service-Based Equity

The Agency has an Equity Statement as follows:

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

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

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

- Ensuring community voices are central to shaping neighborhood redevelopment;
- Minimizing the displacement that can occur with rising values;
- Supporting existing homeowners and residents to help them stay in their homes;
- Maximizing Baltimoreans’ access to jobs and entrepreneurial opportunities created by reinvestment;
- Prioritizing affordable housing in neighborhood revitalization efforts from the outset, not as an afterthought; and
- Building an internal team that has the capacity to succeed and the willingness to be relentlessly accountable.

Our Programmatic Divisions have a commitment to equity and inclusive redevelopment under these guidelines.

THE BALTIMORE CITY DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Housing Code Enforcement and Emergency Operations is the “tip of the spear,” the City’s eyes on the street, conducting over 200,000 inspections each year and, among other duties, monitoring every vacant building and parcel in the city.

Development Division assembles parcels for blight elimination and redevelopment; leverages investments in affordable housing and new homeownership by conducting property acquisitions, relocation, leasing, disposition, and asset management of City real estate; and supports affordable housing and other projects through financing, assistance in leveraging external funds, and providing low cost land and property.

Permits and Litigation issues over 30,000 construction permits annually, conducts over 70,000 trade inspections, oversees property registration, coordinates property demolition and stabilization; conducts investigations of illegal dumping, and leads litigation such as Baltimore’s national best practice “receivership” program through which vacant properties can be auctioned to new pre-qualified owners.

Community Services operates community facilities including the Dawson Center, and assists families displaced by fire, disaster, or other crises.

Homeownership and Housing Preservation supports existing homeowners and new homeownership opportunities, preserving and creating affordable housing, preventing displacement, building equity for Baltimoreans, preventing blight, and stabilizing communities. The Division offers buying incentives, financing, lead paint remediation, weatherization, home repairs, and assistance with estate and lien issues.

Research and Consolidated Planning coordinates the receipt and retention of HUD formula grant resources and manages the Community Development Block Grant program, which supports a wide range of housing and social services to over 50,000 low- and moderate-income Baltimoreans annually.

ADVANCING EQUITY

Agency Highlights

Success in Bringing More Resources Online

- Affordable Housing Trust Fund - Support for very low-income households; \$15M+ for FY20 and FY21
- Community Catalyst Grant Program - Support for emerging community groups
- \$3M+ in operating and capital
- Federal Grant Targeting Lead Hazard Reduction - Focus on neighborhoods of high concentration; \$9.75M
- State of Maryland Project –
 - CORE Program: Blight elimination and development \$75M / four years
 - BRNI Program: Support for Baltimore neighborhood projects/groups: \$12M / year
- Neighborhood Impact Investment Fund:
 - Traditionally disinvested areas: Capitalized at \$52M+; \$7.2M invested

THE BALTIMORE CITY DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Success in Investments that Yield High Leverage in Underinvested Areas

Harlem and Edmonson RFP Award –\$8 million development (\$2.5 million subsidy from City).

Tivoly Triangle RFP Award –City and State invested over \$10 million to acquire and clear site. This project includes 79 units, featuring 59 duplexes and 20 single-family homes. Targeted sales prices for duplex units will range from \$250K –\$260K, and single-family units are estimated to range from \$280K –\$290K.

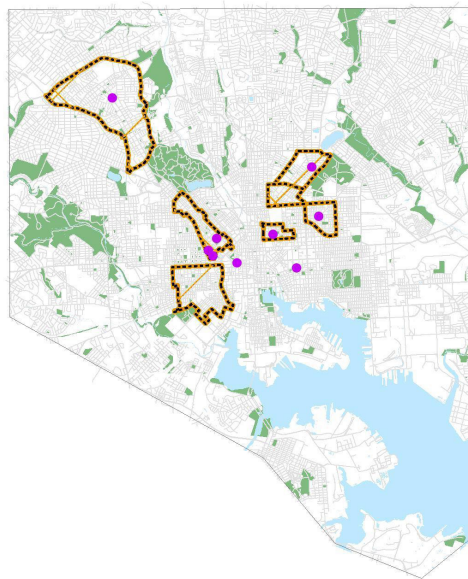
Park Heights RFP –17+ acres awarded –City invested more than \$13 million to assemble site. Projected \$68 million mixed use/mixed income development that will create over 800 jobs for city residents. CCG Capital Awards –25 capital grants totaling \$3.3 million awarded. The funds will help leverage over \$52 million in development activity in Baltimore neighborhoods.

Johnston Square Land Disposition Agreement –City will convey more than 700 properties and vacant lots for revitalization. Community as Master Developer. DHCD cleared nearly 10 acres for a total invest of more than \$5 million.

Henry Highland Garnet School –where Thurgood Marshall attended. Developer will invest \$5.2 million.

Upton Mansion –State partnership to stabilize historic mansion. Developer will invest an estimated \$7 million.

Groundbreaking kick-off in partnership with HABC, marking redevelopment milestone for Phase 1 of the **Perkins Somerset Oldtown Transformation Plan**. (Phase 1 is a \$30 million investment.)



CONCLUSION

DHCD is pleased that our efforts under the Community Development Framework are a nationally recognized practice:

“...there are many things that can be done to redress inequity, and the strategic framework recently adopted by the city’s Department of Housing & Community Development represents a serious, thoughtful effort to begin grappling with many of them.”

Alan Mallach –Abell Foundation
April 2020

The Agency is presently working on the 2.0 publication of the Framework, which will drill down to a block by block approach for development strategies and investment.

THE BALTIMORE CITY DEPARTMENT OF TRANSPORTATION

ORGANIZATION OVERVIEW

The Baltimore City Department of Transportation (BCDOT) includes 16 divisions and employs 1,357 people. The workforce demographics include 85% African Americans, 12% Caucasians and 3% of other ethnicities. The workforce closely reflects the demographics of Baltimore City.

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

BCDOT receives funding from both the Baltimore City General Fund and the federal government. Due to the fact that federal dollars fund a significant number of the projects performed by the department, BCDOT is required to adhere to Title VI guidelines which coincide with the mission of the department and are posted at all BCDOT facilities.

Title VI sets forth the department's commitment to equal opportunity and describes those activities that BCDOT must undertake to promote equal access and ensure non-discrimination in programs, services and activities performed by BCDOT and its sub-recipients that impact communities.

This report will summarize the current state of equity in BCDOT and the department's plan for the future. BCDOT recognizes the need for improvement in the area of equity and will provide insight as to how the department will become even more intentional about implementing equity into all tasks performed for the benefit of its employees and the residents of Baltimore City.

METHODOLOGY

The Advancing Equity Assessment was emailed to 25 management level team members via Google Doc. The results of the survey were calculated and analyzed. The Department currently has an equity score of 21.

The intent of distributing the assessment in survey format was to protect the anonymity of the managers, providing a safe space for them to provide honest feedback.

The results indicated that the department is on the right track, but a significant amount of commitment is needed for the department to move forward.

The survey provided insight on how BCDOT leadership views equity and intentionally placed the prioritization of equity in the minds of the departmental decision makers.

Over the next year, BCDOT will become more intentional about emphasizing equity. The department has already requested that M'Balu Bangura, Equity Specialist, present at an upcoming senior team meeting.

Once BCDOT management becomes more knowledgeable on the importance of equity, the department will be able to implement more initiatives that apply an equity lens.

THE BALTIMORE CITY DEPARTMENT OF TRANSPORTATION

SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, & Governance

Based on the self-assessment, it was clear that most BCDOT employees have at least a baseline knowledge about equity. The department offers training on Diversity, Equity and Inclusion (DEI) to all employees.

Upon an in-depth review of the different work classes within the agency, it was discovered that the department lacks equity at the management level, with very few Caucasian women in leadership.

Although the assessment revealed a departmental commitment to educating staff about DEI, there were still areas that need improvement. There needs to be a focus placed on developing internal staff who have the desire and skill to move up the ranks. Additionally, a thorough review is needed of the way projects are designed and implemented city-wide, so that all communities benefit from the services BCDOT provides in an equitable manner.

Equity Policies & Implementation Practices

BCDOT has a Title VI office which monitors the agency's compliance with federal rules and regulations. The Title VI office maintains demographical information and provides guidance on how contracts must be awarded for projects. However, Title VI rules dictate how contracts are awarded, but does not require all projects to be equitably distributed throughout the City of Baltimore. As a result, some neighborhoods in Baltimore have received an inequitable amount of investment while others have been totally disinvested.

Community engagement is required by Title VI guidelines. Throughout the life cycle of all BCDOT projects that receive federal monies, BCDOT is obligated to meet with and gain buy-in from impacted communities in an equitable manner. Through the use of mailers, in-person meetings, virtual meetings and social media, BCDOT strives to equitably obtain the input of the citizens of Baltimore.

BCDOT provides accommodations for people with language barriers and/or disabilities when requested, so that they can participate in public meetings. BCDOT has a contract that can be tapped to provide translators, sign language interpreters, specialized written materials and a host of other accommodations.

Departmental Climate, Culture, Training, & Communication

BCDOT is great about offering employees free training and tuition reimbursement. The department will pay for training and, in many cases, allow employees to take advantage of training during work hours.

Although training opportunities exist, too often the department falls short of making sure that all levels of employees are informed and encouraged to take advantage of the benefit. The lack of clear communication and promotion of training opportunities can make it challenging to maintain equity at the management and leadership levels.

BCDOT will assess hiring and promotional practices and find ways to implement equity. The BCDOT HR team will monitor trends and find ways to do targeted hiring if needed. BCDOT will become more intentional about finding ways to provide opportunities in an equitable manner.

THE BALTIMORE CITY DEPARTMENT OF TRANSPORTATION

Service-Based Equity

BCDOT is just beginning to implement equity at the service level. The department recognizes the need for a more equitable deployment of resources and investments.

In the past much of the work performed by BCDOT has been reactive or in response to service requests. The practice often resulted in services being performed in neighborhoods with strong community associations or vocal, insistent community leaders.

While BCDOT does a great job engaging residents on projects, there is room for improvement in the dissemination of work. BCDOT will focus on making improvements in disinvested neighborhoods. The capital budget and departmental policies will reflect the agency's commitment to making sure all neighborhoods equitably benefit from departmental services.

ADVANCING EQUITY

In Fiscal Year 2021, BCDOT will change the way improvements are performed by assigning a needs index number to streets and sidewalks. Those locations with the worst conditions will be prioritized as funds are available. By making needs based improvements versus complaint driven improvements, BCDOT will be able to serve neighborhoods that lack organized community/advocacy groups. The department will be able to focus on making sure that projects are equitably distributed.

To improve internal operations, BCDOT will form a committee to monitor, educate and promote equity. The committee will work with BCDOT HR to make sure that all employees receive some form of DEI training. Additionally, the committee will work to identify ways to garner the support of managers and leadership to more equitably promote opportunities within the department.

CONCLUSION

The self assessment provided a great deal of insight to the department. The results reflected what BCDOT was doing right and what could be done better.

Moving forward an emphasis will be placed on equity at both the service and personnel levels. The BCDOT will begin to implement changes to become more equitable and looks forward to making significant improvements over the next year.

BALTIMORE CITY PUBLIC SCHOOLS

ORGANIZATION OVERVIEW

Mission Statement

Excellence and equity in education for every child at every level by focusing on quality instruction, managing systems efficiently, and sustaining a culture of excellence.

Vision Statement

Every student will graduate ready to achieve excellence in higher education and the global workforce.

Equity Statement

Baltimore City Public Schools acknowledges the historical, generational, and compounding reality of the systems, structures, and practices that have intentionally created and continued to afford advantages to some groups while perpetuating racial inequities for others. The district must take responsibility and action for removing, and actively repairing these inequities to ensure positive educational outcomes for children.

Through this policy, City Schools owns its role in creating and implementing policies and practices that result in predictably lower academic and graduation outcomes and disproportionate disciplinary action, for students of color than for their white peers. The district recognizes that these disparities contradict the beliefs and values we articulate about what students can achieve and the role of adults in ensuring conditions for success.

Rather than, continuing to perpetuate and contribute to institutional racism, Baltimore City Schools must move to disrupt and dismantle it in every area of our work. Our Board, school-based staff, and office-based staff will work together to aggressively and efficiently eliminate inequitable practices, systems, and structures that create advantages for some students and families while disadvantaging others. We will allocate resources to replace those inequitable practices, systems, and structures with new ones to ensure that we provide racially equitable education and environments to children and families of color.

We believe the answers are in Baltimore - within our schools, communities, families, and those we choose as partners in this work. As we make this shift, the voices of our students will guide our work to ensure their talents, dreams, and potential are fully maximized.

SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, & Governance

Strengths

- Background: Policy Development
- In June 2018, the Baltimore City Board of School Commissioners held a Board Forum on Equity where it became clear that there was a need to create an equity policy to ensure success for students, with a particular focus on eliminating the predictability and persistence of disparities for children of color.
- The Chief Executive Officer and the Core Program Team engaged in sessions to analyze disaggregated data, held discussions on racial equity, and proposed recommendations for next steps.
- A Director of Equity was hired in November 2018.
- A Strategic Equity Taskforce was formed in January 2019.
- The Director of Equity and Strategic Equity Taskforce engaged in listening sessions with various stakeholders, including, but not limited to: students, families, teachers, principals, principals, instructional leadership executive directors, SECAC, PCAB Executive Board, and Charter and Operator-Led Schools Advisory Board.
- In June 2019, the Baltimore City Board of School Commissioners unanimously approved Policy ADA.

BALTIMORE CITY PUBLIC SCHOOLS

Gaps

Covid Barriers & Adjustments

The necessary social distancing measures recommended by the CDC and implemented by our state and local governments as a result of the Covid-19 pandemic has presented challenges for our district. In person training scheduled for the late spring had to be postponed. This included the March and April offerings of Introduction to Racial Equity (IRES) for traditional schools and an additional offering for charter schools.

Despite the inability to convene in person, our office has continued to provide Equity professional development experiences to staff by adapting our curriculum for virtual platforms. Though IRES will not be offered virtually, Leading for Equity: An Introduction primer is accessible to staff. Staff who have completed the prerequisite training have continued their racial equity journeys by way of virtual IRES Meet-Ups (designed for small group conversations) and individualized check-ins with the Executive Director, Office of Equity.

To mitigate the slow in momentum caused by the pandemic, the Office of Equity will utilize the months of June – August for intensive curriculum/scope and sequence design for the various trainings to be offered to central office and school-based staff in SY 2020-2021. This also includes preparing a strategic approach to supporting school teams who have completed IRES and are consequently positioned to launch School Equity Action Teams. We continue to determine what offerings can be provided virtually beyond the lifting of social distancing measures.

Social distancing measures also necessitated the postponement of the recruitment, selection and launch of the Equity Advisory Committee (EAC). The committee, which will include City Schools students and alumni, as well as members of the broader community, will launch in FY 21. The Office of Equity is working on a plan to relaunch the selection process in a way that is not limited to electronic/virtual interactions as that would potentially shut some interested community members out of the process.

Equity Policies & Implementation Practices

Overview: Equity Implementation Plan

City Schools has designed a multi-year implementation plan that includes metrics for success, developed a curriculum/scope and sequence for professional learning opportunities and has begun delivering this professional learning to leaders across the district. In order to roll out this landmark approach with strategic thought and intention the Equity department created a Three- Year Implementation Plan (Phase I) focused on a district-wide level set grounded in policy standard A: Disrupting and Eliminating Systemic Inequities and in alignment with the Leadership strand of the City Schools' Blueprint for Success and is organized into three environmental change theory categories: Professional Development, Consultation, and Strategic Planning Support. During Year One of this level set, the School Board of Commissioners, the Chief Executive Officer's Cabinet, and priority central office and school-based staff engaged in professional learning that required them to:

- explore an understanding of their own racial identity
- explore an understanding of the root causes and structural impact of oppression by a) addressing the impact on historically oppressed and historically advantaged learners, b) addressing the causes of distrust/mistrust in marginalized communities, and c) decentering dominant narratives that problematize students of color.
- explore an understanding of their respective role in perpetuating and interrupting systemic inequities.

This professional learning has included a two-day Introduction to Racial Equity Seminar for senior leadership, identified central office staff, and school teams comprised of a principal, principal designee, and teacher—also known as an Equity Fellow.

BALTIMORE CITY PUBLIC SCHOOLS

As a result of the capacity building work carried out through this grant, the district has been able to create the conditions in which staff can identify ways to disrupt inequitable practices and create new practices that promote equity across all functions of the district.

Cornerstone Professional Development Offerings:

- Two-Day Introduction to Racial Equity Seminar (Prerequisite): This 2-Day intensive seminar is designed to adhere to Equity Policy Standard A. Disrupting and Eliminating Systemic Inequities by having staff engage in a learning experience to build personal, professional, and organizational capacity on understanding the impact of race on educational equity and inequity. Seminar topics will include: (1) Historical context of race in the United States, (2) Historical context of race in Baltimore, (3) Impact of race in Baltimore City Public Schools, and (4) Exploration of racial identity.
- Leading for Equity: An Introduction (Prerequisite primer): Participants will deepen their understanding of the role they play in helping their school community achieve racial equity and how to engage in discussions about race by utilizing the Courageous Conversations protocol.
- Leading for Equity: An Introduction (for school leaders, school teams, district teams, and community school coordinators): Participants will deepen their understanding of the role they play in helping their school community achieve racial equity and how to engage in discussions about race by utilizing the Courageous Conversations protocol.
- Racial Equity Driven Leadership: School Board Overview (for members of the School Board of Commissioners): School board members unpack aspects of the district's Racial Equity Policy through the lens of the role they play in helping to create the conditions necessary sustained, transformational change.
- Racial Equity Driven Leadership: CEO's Cabinet Series: Cabinet members embark on a multi-session deep-dive into how their leadership sets the tone for how we as a district will operate in our mission towards achieving racial equity. A key product from this series is the development of the Questions for the Application of a Racial Equity Lens—a decision-making process to be introduced to the broader district community during Phase I.
- Clearing a Path for Healing to Enter: Exploring a Process of Liberation from Internalized Racism facilitated by Dr. Tanya Williams – a session designed to help participants gain a foundational understanding of oppression and liberation theory and begin a process for exploring internalized racial subordination and domination.
- Racial Equity Driven Leadership Teams (Office of Human Capital): The Racial Equity Driven Leadership: Leadership Team Series is designed to deepen division leadership team members understanding of Racial Equity and the role they play in creating an environment in which all their direct reports (and in turn, the broader divisional team) are able to operate in a way that will contribute to outcomes that are no longer predictable by race. Ultimately, participants will model the essential equity leadership characteristics required to sustain such an organizational working environment in service to students, staff, and the broader district community.

Additional Offerings Provided to Staff:

- National Summit for Courageous Conversation hosted by the Pacific Educational Group.
- Factuality - a learning experience that allows participants to explore structural inequality in America. (School Board of Commissioners)
- Just the Facts - a virtual approach to the Factuality learning experience. Participants are required to attend a follow-up session during which they will apply their learning from the session to their respective organizational context.
- Promoting Success for English Learners Event hosted by Mid-Atlantic Equity Consortium - an institute designed to improve academic outcomes and overall well-being of English Learners.

BALTIMORE CITY PUBLIC SCHOOLS

Baltimore City Schools Equity Statement (from the policy)

The Baltimore City Board of School Commissioners ("Board") acknowledges the historical, generational, and compounding reality of the systems, structures, and practices that have intentionally created and continued to afford advantages to some groups while perpetuating racial inequities for others. Baltimore City Public Schools ("City Schools") must take action for removing, and actively repairing these inequities to ensure positive educational outcomes for children. Through this policy, City Schools acknowledges the role educational institutions have in creating and implementing policies and practices that that data consistently shows result in predictably lower academic and graduation outcomes and disproportionate disciplinary action, for students of color than for their white peers. City Schools recognizes that these disparities contradict the beliefs and values it articulates about what students can achieve and the role of adults in ensuring conditions for success.

City Schools must move to disrupt and dismantle inequities in every area of our work. City Schools will work to aggressively and efficiently eliminate inequitable practices, systems, and structures that create advantages for some students and families while disadvantaging others. City Schools will allocate resources to replace those inequitable practices, systems, and structures with new ones to ensure that we provide racially equitable education and environments to children and families of color.

We believe the answers are in Baltimore - within our schools, communities, families, and those we choose as partners in this work. As we make this shift, the voices of our students will guide our work to ensure their talents, dreams, and potential are fully maximized.

ADVANCING EQUITY

Over the course of FY 20, the Office of Equity:

- offered over 60 professional development offerings that reached over 500 central office and school-based staff.
- provided over 200 consultation touchpoints to central office and school-based staff/teams. This includes individual Equity coaching to staff.
- provided over 100 strategic planning touchpoints to central office and school-based staff/teams.
- collaborated with the CEO's Cabinet to develop the Guiding Questions for the Application of an Equity Lens, which will serve as the district's Racial Equity driven decision-making protocol

THE MAYOR'S OFFICE OF HOMELESS SERVICES

ORGANIZATIONAL OVERVIEW

The Mayor's Office of Homeless Services strives to:

Support community-wide goals to end homelessness, promote access to and effective use of mainstream programs by homeless youth, individuals and families, administer funding to quickly re-house homeless neighbors while minimizing trauma and dislocation, enhance self-sufficiency among youth, individuals and families experiencing homelessness, collect and utilize information to make data-informed decisions to develop and enhance services for households experiencing homelessness

MOHS works collaboratively with more than 60 nonprofit homeless and housing providers to comprise Baltimore City's homeless services system administering approximately millions annually to providers who provide emergency housing and services to households that are both homeless or at imminent risk of experiencing homelessness. It includes emergency rental assistance, homelessness prevention and diversion, homeless street outreach, day programs, emergency rental assistance, short and long-term rental assistance with case management and Housing Opportunities for Persons With AIDS (HOPWA).

SELF-ASSESSMENT ANALYSIS

Strengths based on the results of the assessment:

The Mayor's Office of Homeless Services was developed in July 2019 to elevate the city's commitment to address homelessness. Upon the establishment of the office, MOHS adopted a Homeless Action Plan to prioritize realistic and achievable steps, on the premise that homelessness is solvable.

MOHS has made an active commitment to developing a racially equitable lens as incorporated in Strategy 5 of its Homeless Action Plan. While our agency and board have both had trainings on Race Equity through Associated Black Charities (ABC) we are in the infancy stages of fully understanding, developing and adopting a well-established race equity agenda.

Gaps based on the results of the assessment

Based on the Equity Assessment, MOHS can give additional thought and feedback on building staff and organizational capacity and developing mechanisms to move equity forward.

ADVANCING EQUITY

July 2020 - In Progress

- MOHS/NAEH: Implemented targeted homelessness prevention programming that incorporates the use of predictive analytics for appropriate intervention
- Identified flexible funding for affordable household resources access to existing natural supports, which avoids shelter placements
- Expanded access to Emergency Rental Assistance for households at risk of eviction facing homelessness
- Conducted a data match of individuals served in the homeless services system with connections to DSS and MOC to better understand intersectionality and coordinate services

July 2020

- Develop community-wide homeless street outreach by name list to effectively track household progress and quickly identify cases requiring throughout the homeless response system while identifying additional supports and services required to aid Individual in progression
- Develop and implement a bridge housing model as a shelter alternative for resource residents while they await a match to appropriate housing intervention

THE MAYOR'S OFFICE OF HOMELESS SERVICES

- Enhance Daytime Service Centers for single adults to serve as a central point of access for coordinated entry and access points, to offer more robust programming and services (eg, employment, mental health, medical services)
- Expand targeted youth outreach services
- Conduct cross-training on youth-specific needs and protocols for serving transition-aged youth across homeless service systems
- Develop and implement Standards of Care and Training Plan Review existing standards of care drafts or policies
- Incorporate additional key values and competencies (i.e. harm reduction)
- Identify required and recommended training for specific project types and job roles
- Revise contracts and policies and procedures to reflect standards of care and required competencies

THE PARKING AUTHORITY OF BALTIMORE CITY

ORGANIZATIONAL OVERVIEW

This report provides the results of the initial equity assessment performed by the Parking Authority, noting the strengths, weaknesses, and areas for improvement.

The Parking Authority of Baltimore City (PABC) was created by ordinance in the year 2000 but was not operational until late 2001. PABC is overseen by a 5-member Board of Directors, four of which are appointed by the Mayor and one of which is appointed by the City Council President. PABC oversees five City programs: Metered Parking, Garage/Lot Parking, Residential Permit Parking, Reserved Residential Handicapped Parking, and Valet Parking. PABC has a total staff of 48 employees.

The mission of the Parking Authority of Baltimore City is to find, or create, and implement parking solutions for Baltimore City, and to be the resource on all things “parking” in Baltimore.

The Parking Authority's goals for improvement in Equity are to:

- Obtain training in equity for executive committee members followed by training for all employees.
- Further assess and implement the agency's use of an equity lens internally, during outreach and services.
- Incorporate Equity into the mission and vision of the Parking Authority internally and externally.

METHODOLOGY

For the initial assessment performed in February of 2020, the Parking Authority's Executive Committee comprised of the Executive Director, Chief Financial Officer, Director of Operations and General Counsel served as the Equity Committee. Each member of the Committee completed the survey individually and then discussed responses with other committee members to determine our collective responses.

SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Governance, and Climate

The Parking Authority's strength begins with its diverse staff and its commitment to providing service to all residents, businesses, and visitors to the City. While we do not collect disaggregated data on our Board or our staff, our diversity is visible, and our governance reflects that diversity. We now have an Equity Coordinator and our Executive Committee is serving as the Equity Committee. Parking Authority staff will be training to develop an equity lens that will be used to analyze programs and services internally and externally. We have in the past, supported diversity and inclusion through activities, mentoring and team building but we should be offering more training and providing better advertisement of currently available training to our employees.

Service Based Equity Policies & Implementation Practices

While equity may not have been the term applied to our efforts before January of 2020, PABC has been aware of the need for equitable service to Baltimore's residents and PABC employees. An example of this awareness is the City of Baltimore's Carsharing program which is overseen by the Parking Authority. When PABC first brought carsharing to Baltimore in 2010, we mandated placement of carsharing vehicles in low vehicle ownership neighborhoods to provide vehicle access to communities that might not otherwise have access.

THE PARKING AUTHORITY OF BALTIMORE CITY

The Parking Authority currently provides language access services, but we do not prominently advertise the service and may be missing some residents – we are working on this currently. We measure resident satisfaction for one department but need to expand to other departments. Our communication with residents is multifaceted but can always improve – reaching underserved communities requires more effort. We will be seeking training of all our employees.

ADVANCING EQUITY

Within the past year, the Parking Authority began replacing the City's aging multi-space parking meters. Many cities have moved to credit-card only payment systems because they are less expensive to purchase and arguably, cheaper to operate. When purchasing replacement meters, the Parking Authority elected to continue the acceptance of cash payments due the number of City residents that do not have bank accounts or credit cards, so that on-street parking will continue to be available to all residents.

The Parking Authority is currently working with the Department of Transportation to ensure that Electric Vehicle Charging Stations will be placed equitably throughout the City – these agreements are in process at the time of submission of this report.

CONCLUSION

The Parking Authority provides a limited scope of services to the City but strives to excel in each of those services. The equity assessment demonstrated strengths that we had not appreciated and weaknesses that we will endeavor to improve. As the areas needing improvement have been identified, we will utilize, training, outreach and engagement to develop best practices that will achieve equitable goals.

THE BALTIMORE CITY MAYOR'S OFFICE

INTRODUCTION

On July 9, 2018 the Baltimore City Council approved the Equity Assessment Program requiring city agencies to develop a systematic process to assess existing and proposed policies and practices for disparate outcomes based on race, gender, sexual orientation, or income.

Equity, as defined legislatively by Ordinance 18-860 means closing the gaps in policy, practice and allocation of city resources so that race, gender, religion, sexual orientation and income do not predict one's success, while also improving outcomes for all.

In June of 2019, Mayor Young informed his Agency Heads that effective July 1, 2019 all agencies will take steps to comply with Ordinance 18-860. Mayor Young directed Deputy Chief of Staff Carolyn Mozell to build the framework to help agencies carryout his directive and designated the newly formed Office of Equity & Civil Rights created in January 2020 as the implementing agency.

It should be noted that the Ordinance set forth milestones for specific actions to be completed for the year following enactment (7/1/19). No formal action was taken by the former Administration to begin compliance with 18-860, thereby resulting in year one milestones being completed by 7/1/2020.

ORGANIZATIONAL OVERVIEW

The Mayor's Office is staffed with 123 employees that are tasked to implement & perform the mayor's goals & initiatives that provide the highest & best outcome for Baltimore City.

Economic Equitable Initiatives:

Providing access to stable, decent, Healthy Housing for low and very low income families across the city through the Affordable Housing Trust Fund, a funding source that will provide up to \$20 million for affordable housing.

Providing Resources to Transform Communities that haven't seen investment in decades like Park Heights, Coldstream-Homestead-Montebello, Johnston Square, Upton, and Druid Heights with new resources like the Community Catalyst Grant and the Neighborhood Impact Investment Fund, structured to focus on Baltimore City Neighborhoods that have suffered for decades from lack of access to capital and a legacy of segregation and racial inequity.

Providing Resources to Homeowners to Repair Property by helping eligible low and moderate -income homeowners and qualifying landlords make repairs to address emergencies, code violations, and health & safety issues.

Ensuring Long-Term Affordable Housing for the families and people with disabilities with projects like the Allendale, Hollins House, and Perkins Homes.

Helping Residents Secure Employment and Build a Career by connecting employers and residents looking for work to job placement assistance, job search resources, resume writing, job preparation assistance, occupational skills training referrals, and skill level identification and assessment resources.

Making Dreams of Homeownership a Reality with more than 50 financial incentives available to Baltimore City homebuyers and homeowners as well as tours to help explore Baltimore's diverse communities.

Ensuring Equity in City Government and Community with the launch of the new Office of equity and Civil rights, to ensure that citywide policies, programs and budgets are fair and meet the needs of Baltimore City's diverse communities.

THE BALTIMORE CITY MAYOR'S OFFICE

Number of Divisions:

There are twelve (12) divisions that reside within the Mayor's Office.

Please see below for a brief description of each division:

Mayor's Office of Cable and Communications (CharmTV): CharmTV focuses on the heart and soul of Baltimore, everything from its government, food & cuisine, people & neighborhoods, and history & cultural events.

Mayor's Office of Children and Family Success: To organize and resource Baltimore to deliver an ecosystem of support that strengthens families by improving educational attainment and socioeconomic mobility, and positions all communities to thrive.

Mayor's Office of Correspondence and Constituent Services: Helps constituent's access services either through government agencies or nonprofit service providers. Whether receiving constituent inquiries via phone, correspondence or e-mail, we are here to cut through the red tape and help connect you with the services or resources you need.

Constituent Services Representatives help residents with questions and concerns regarding City services. The Correspondence Team tracks citizen correspondence to the mayor and prepares ceremonial documents like certificates of recognition, proclamations, and greeting letters.

Mayor's Office of Criminal Justice (MOCJ): Advises the Mayor on all crime reduction and criminal justice matters. MOCJ strives to reduce crime in Baltimore and enhance the perception of public safety by developing and implementing crime reduction strategies and programs. MOCJ engages the community as it seeks to understand and correct problems. MOCJ marshals resources to catalyze progress in improving public safety.

Mayor's Office of Employment Development: Coordinates and directs workforce development initiatives responsive to the needs of Baltimore City employers and job seekers in order to enhance and promote the local economy.

Mayor's Office of Government Relations: Organizes the City's interaction with the City, State & Federal Legislative Affairs Offices, as well as the offices of the City Comptroller. The office keeps the Mayor and the Executive Team informed about intergovernmental issues and is the liaison between the City and other governments, seeking to foster constructive links between the Administration and these entities.

This office also participates in the formulation of City positions and communication strategies on federal and state policy or political issues of concern and recommends or implements a course of action. The Director of Legislative and Government Affairs manages the contract lobbyists in Washington, DC, and provides assistance/analysis as needed. The staff also regularly confers with elected officials and staff of congressional representatives and state legislative committees as appropriate to advance Baltimore's position on issues.

Mayor's Office of Homeless Services: The Homeless Services Program in the Mayor's Office of Human Services is the designated lead agency for the Continuum of Care and works to implement federal, state, and local policy and best practices in addition to administering and monitoring homeless services grants. HSP administers approximately \$48 million annually for programs that include street outreach, emergency shelter, transitional housing, rapid rehousing, permanent supportive housing, Housing Opportunities for Persons With AIDS (HOPWA), meal programs, and eviction prevention. Each year, through a network of partner providers, the homeless services program delivers housing and supportive services to over 25,000 individuals and families.

THE BALTIMORE CITY MAYOR'S OFFICE

Mayor's Office of Minority and Women-Owned Business Development (MWBD): Serves as the City of Baltimore's primary advocate for small, local, minority and women-owned companies including prime contractors, subcontractors, and joint venture partners.

MWBD provides support for small, local, minority-owned and women-owned companies seeking to do business with the City of Baltimore by expanding contracting opportunities and increasing the procurement dollars spent with minority and women-owned companies.

Mayor's Office of Performance and Innovation: The Mayor's Office of Performance & Innovation (OPI) formed in May of 2019 when the CitiStat and Innovation teams merged to become one office. OPI also houses the new City Data Fellows program. OPI utilizes data and design to create sustainable change for the City of Baltimore.

Mayor's Office of Public Affairs: Primary point of contact for news media, organizations, and the general public seeking information on Baltimore City initiatives.

Mayor's Office of Neighborhoods & Economic Development: Coordinates and directs City agencies to implement the mayor's economic development initiatives of Baltimore City.

Boards & Commissions:

There are over 100 boards and commissions to which the Mayor appoints members. These boards and commissions play a vital role providing advice and counsel to city government on a wide-range of issues, including public safety, education, housing, economic development, architecture and planning and other matters affecting the quality of life in our city. Membership consists of individuals from a variety of backgrounds, all who share a commitment to public service. Board functions and the appointment process vary from board to board. The size of the board, criteria for membership, and member terms are set forth in most cases by an enabling state statute, city ordinance, or Executive Order.

Number of Employees:

Within the Mayor's Office, there are 123 employees that work within this office.

METHODOLOGY

The methodology for the Mayor's Office to formulate all pertinent information on the "Advancing Equity Self-Assessment" derived from internal and external sources. The Mayor's employee data was originated from the Department of Human Resources dashboard.

Many narratives and data sharing provided in this equity assessment was prepared by Mayor's Office staff.

Baltimore City demographic data was obtained at <https://censusreporter.org/profiles/05000US24510-baltimore-city-md/>

THE BALTIMORE CITY MAYOR'S OFFICE

CONCLUSION

On January 15, 2020, Mayor Bernard C. "Jack" Young announced the establishment of a new Office of Equity in Baltimore City government. In addition to its overarching mission to carry out activities to eliminate discrimination and protect individuals' civil rights, the newly named Office of Equity & Civil Rights will also be charged with ensuring, citywide, that city policies, programs and budget are fair, and meet the needs of Baltimore City's diverse communities.

"City government plays a huge role in the daily lives of residents and its primary function is to serve the public," said Mayor Bernard C. "Jack" Young. "As Mayor, it is my responsibility to create an office that will inform my decisions on how we as a city address inequities that have been prevalent in our beloved Baltimore communities. This new office will allow me a single portal to monitor and address equity issues, in both the public and private sectors, and reflects my priority to create a more equitable city and a more equitable city government that puts the residents of Baltimore first. It is my incredible honor to be able to establish this new office on the birthday of our nation's greatest civil rights champion, Dr. Martin Luther King, Jr."

THE BALTIMORE CITY HEALTH DEPARTMENT

ORGANIZATIONAL OVERVIEW

The Baltimore City Health Department is the oldest, continuously-operating health department in the United States, formed in 1793 when the governor appointed the city's first health officers in response to a yellow fever outbreak in the Fells Point neighborhood. During the more than 220 years since then, we've been working to improve the health and well-being of Baltimore residents. We strive to make Baltimore a city where all residents realize their full health potential.

In collaboration with other city agencies, health care providers, community organizations, and funders, we aim to empower all Baltimoreans with the knowledge, access, and environment that will enable healthy living.

The Health Department has a wide-ranging area of responsibility, including acute communicable diseases, animal control, chronic disease prevention, emergency preparedness, HIV/STD, maternal-child health, restaurant inspections, school health, senior services, and youth violence issues. The agency includes a workforce of approximately 800 employees.

Agency strengths based on the results of the assessment

The strength of our agency is grounded in our foundation of providing critical programs and services to children and families who face unacceptable odds. Our strategic framework serves as our North Star — and love for our children, community, and city as our core value — will radically improve the lives of children and families in Baltimore. Our goal is to change the odds of systemic poverty and institutional racism, and the inequities that flow from these issues.

As a new agency, we have evaluated our divisions leadership teams, boards, committees and governance structures to ensure compliance with mandates required by our funding services and the mission. CAP's tripartite board requires that a minimum of one-third of tripartite board membership be comprised of representatives of low-income individuals and families who reside in the areas served; and, one-third must be elected officials or their representatives and the remaining board members must be chosen from major groups and interests in the community served. BCHS governing bodies must reflect the community to be served.

SELF-ASSESSMENT ANALYSIS

Agency strengths based on the results of the assessment:

The Baltimore City Health Department is heavily community involved.

Gaps:

We have to do a better job of communicating internally and adopting an equity framework to do across the entire department.

Possible Action Areas:

We're building out a Diversity, Equity, and Inclusion Committee to begin meeting bi-weekly.

Reflections:

Communicating the work we do has been a growth area for some time, work-ing to be clear about the work we do to be equitable requires us to be very intentional in our actions.

THE BALTIMORE CITY DEPARTMENT OF PUBLIC WORKS

ORGANIZATIONAL OVERVIEW

DPW's mission/vision states it all, "We support the health, environment, and economy of the City and the region by providing customers with safe drinking water and keeping neighborhoods and waterways clean/to be a strong proponent and protector of our environment and the health and vitality of our communities."

On a daily basis, Baltimore City Department of Public Works supplies high quality drinking water to 1.8 million people in the Baltimore Metropolitan area, treats wastewater, maintains the City's storm drain system, and operates three Reservoir Watersheds, three Water Filtration Plants and two Wastewater Treatment Plants. This also includes setting rates and billing for approximately 422,570 residential and commercial accounts in both Baltimore City and Baltimore County; managing waste and bulk trash collection for approximately 210,000 households and 90 square miles of city right of way; overseeing disposal of trash and recycling; and cleaning approximately 456 miles of alleys and 3,600 miles of sidewalks, curbs, and gutters.

To meet its broad mission, DPW and the citizens of Baltimore rely not only on a workforce representative of the public and communities served but also a workforce treated fairly and consistent with the principles of equal employment opportunity. DPW fulfills its responsibilities with 23 offices and approximately 2,300 employees, with Water and Wastewater; Solid Waste, Engineering and Construction, and Compliance and Laboratories servicing as the four largest divisions supported by 19 Administrative Offices with key supportive roles. In a city that is 63% Black, DPW's workforce is 85% Black, reflecting hiring practices that align, and exceed, the demographics of the communities serviced. Ensuring that DPW continues its recruitment and retention of a talented workforce, at all grade levels, reflective of the communities serviced, remains a priority. Addressing succession planning needs remains a priority along with targeting recruitment efforts address the need to increase representation of minorities and women in the utilities as well as other occupations, such as Engineers. Providing overall training to the workforce on Equity, diversity, inclusion, and cultural change as well as their rights and responsibilities internally and externally remains a priority as well.

At the same time, advancing Equity means that DPW must ensure that this is a value integral to all of DPW's key business processes. Doing so requires ensuring that underserved communities are supported in ways that will contribute to their self-sufficiency, economic empowerment, and opportunity to influence outcomes in their communities as well as benefit from the economic investments in Baltimore City, especially the capital projects. This also means increased collaboration with advocates and champions on the front end of environmental challenges, fostering opportunities to harmonize around challenging issues and concerns. In this regard, DPW's work with Morgan State on Equity training and Johns Hopkins University on collaboration models is noteworthy. DPW's future will embrace new tools and skill sets to be successful and transformational, and leadership will remain accountable for the challenges ahead.

DPW also recognizes that, while race occupies much of the work relative to Equity, there are other equally important considerations as well. In this regard, income and affordability have been central to many of DPW's latest challenges. DPW's efforts to balance the costs to customers against the rising costs of maintenance has proven challenging, and DPW remains committed to tackling issues of affordability efficaciously.

METHODOLOGY

With only one year of operation, DPW has established the foundation for DPW's Equity work. This summary is excerpted from a more comprehensive report OEEJ prepared to comply with the reporting requirement. Information for this report was collated from the reports developed by each of DPW's 23 offices in response to a questionnaire. DPW will provide OECR a copy of the comprehensive report upon completion.

THE BALTIMORE CITY DEPARTMENT OF PUBLIC WORKS SELF-ASSESSMENT ANALYSIS

Departmental Commitment, Leadership, and Governance

DPW's work in the area of commitment, leadership and governance is strong. DPW was one of the first agencies to employ a full-time Equity Director. The Director, reports to the DPW Agency Director, and is a member of the DPW Executive team. In less than one year, DPW has accomplished the following:

- Established the Office of Equity and Environmental Justice (OEEJ)
- Allocated OEEJ resources to ensure compliance with programmatic requirements
- Realigned the Office of EEO to OEEJ to serve as the programmatic office to address issues of internal and external equity
- Constituted the Equity Advisory Committee, consisting of representatives from all of DPW's 23 offices, to address internal and external equity concerns
- Met with HR to address greater managerial awareness around use of employee demographic data relative to hiring, promotion and succession planning
- Participated in all key management meetings, addressing Equity as it related to organizational operations. An example of this involves water affordability as well as Basement Backups
- Briefed union officials on the mission and function of the OEEJ
- Established the framework for the ongoing review of DPW relative to Equity as it facilitates preparation of the Annual Report to the Mayor
- Engaged in discussions regarding Equity as part of the agency's capital and operating budget
- Facilitated inclusion of Equity in the Integrated Planning Framework for the Capital Budget
- Partnered with the Office of Legislative Affairs (OLA) to provide equity assessments on pending legislation
- Partnered with the Office of Equity and Civil Rights on a model to align all community

Equity Policies & Implementation Practices

DPW's Equity policies and implementation practices are strong and noteworthy. Highlights include the following:

Equity is a critical element in the SMART performance plan for DPW managers and supervisors

- OEEJ has drafted a strategic plan to frame the Equity work
- OEEJ has constituted an Equity Committee consisting of leaders from each of its offices to provide oversight for the Equity program
- Equity has been included in the "Integrated Planning Framework" for the capital budget, and this work is being advanced through the collaborative efforts of the following offices: Finance, Water and Wastewater, and Engineering and Construction. OEEJ developed a city-wide systems model to align all city capital projects
- EEO has been included as a line item in the operating budget with guidance for offices to align their operating budgets with Equity goals
- DPW's major divisions consult with the OEEJ as programs and activities are conceptualized
- OEEJ is aligned directly with DPW's grants infrastructure as well as the Office of Communications and Strategic Alliances (OCSA)
- OEEJ developed an informational brochure for DPW and the public, highlighting how an "Equity Lens" will be used in DPW's budget, programs, and services. The brochure provides key definitions, distinguishes between terms such as "Equity" and "Equality", provides guidance on using an "Equity Lens," and sets forth the role of DPW's Equity Committee.

Despite these accomplishments, OEEJ is challenged with institutionalizing these core Equity precepts in agency policies, SOPs and requirements and monitoring them to ensure compliance. Our work in this area is growing, and our internal partnerships are aligning to fulfill our commitments in this area.

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Departmental Climate, Culture, Training, & Communication

DPW's performance in this area is improving. Although DPW has not administered any engagement surveys, plans are underway to identify the best way to measure employee satisfaction. The Office of Equity will work with HR to explore ways to best implement an engagement framework for employees. The results of such surveys will be instrumental in determining how to improve communications and the workplace culture. Information from EEO complaints has identified gaps in employee as well as managerial awareness of their rights and responsibilities regarding EEO. Although training commenced in FY 20, the Equity Office will identify adaptive ways to deliver the training given the varied schedules and availability of DPW personnel.

Currently, DPW's training is decentralized, affording leaders the flexibility to tailor training to meet their mission critical needs. In FY 2019, these trainings included, but were not limited to "Baltimore Corps," "Undoing Racism," "Green Infrastructure Leadership Exchange," "EEO for Managers and Supervisors," and an Equity Symposium. Recently, the OEEJ identified relevant training and developed a segment for DPW's formal new employee orientation training which provides overviews from each office.

Also, DPW has leveraged Baltimore's City's Department of Human Resources catalogue for diversity and inclusion training. In December 2019, a number of DPW's managers participated in the 2019 DHR Executive Leadership Symposium, "Inclusion...the Bottom Line - Bias, Diversity, and Equity. Leading keynote speakers from the industry provided tools and strategies to promote managerial awareness around key topics such as "LGBTQ + Inclusion in the Workplace,"

In November 2019, the OEEJ hosted two 1/2 day Equity symposiums for managers and supervisors. "Understanding Bias to Unleash Potential, Inclusion Principles and Strategies, and Whats Inclusion Got to Do with it?" Dr. Lawrence Brown, former Associate Professor in the School of Community Health and Policy at Morgan State University, current Director of Wisconsin County's Health Rankings and Roadmaps, and author "Two Baltimores: The White L vs. the Black Butterfly," focused on the different experiences throughout Baltimore as a result of hyper segregated neighborhoods and structural racism. Dr. Seema Iyer, Associate Director and Research Assistant Professor for the Jacob France Institute (JFI) in the University of Baltimore's Merrick School of Business, delivered a seminar to DPW managers on the History of Equity and how that shapes the social determinants of health in Baltimore's communities as reflected through the lens of housing, crime, education, mortality. These sessions received high ratings as providing introductory insights on the importance of Equity. The challenge is determining a way to reach all DPW employee. Equity was introduced to upper and mid-level management. DPW understands equity training needs to be provided to all employees from every level.

Partnership with Academia on Research and Training

A key goal of the Office of Equity is to establish relationships with industry experts to advance DPW's mission. In FY 20, the Office of Equity and Environmental Justice effected a working partnership with the Johns Hopkins Bloomberg School of Public Health. Chris Heaney, Associate Professor, has consulted with DPW on key environmental issues and community concerns centered on air quality as well as basement backups. This partnership will underscore DPW's efforts to focus on environmental challenges in underserved communities. During this period, DPW was pleased to prospect and partner with JHU on a Strategic Consultation Grant to permit intensive research relative to the impacts of basement backups in underserved communities. Dr. Chris Heaney of JHU, in collaboration with Dr. Sacoby Wilson, also participated in DPW's initial Equity training, briefing staff from the Office of Engineering and Construction on environmental challenges of underserved communities.

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Internal DPW Communications

Also, OEEJ is working closely with the Office of Communications and Strategic Alliances regarding internal and external communication as well as outreach to communities. This year, OEEJ developed a briefing package reflecting a new communications model City-wide. This model moves from city workers attending community meetings to city workers working with communities to advance health and wellness and promote measurable change and outcomes for communities. With OCSA, the Equity Office has identified compliance requirements that must be posted on the web and presented in other media, including the names of EEO and Equity officials, Rights and Responsibilities Under Equal Employment Opportunity and Civil Rights Laws, and key programmatic accomplishments. OCSA is updating DPW's website to provide updated information for employees and the public. The Office of Communications has already undertaken measures to enhance community engagement, including all sectors of the community, with a focus on solution-oriented outcomes. Relative to training and internal cultural issues, work here has been limited, and many efforts have been decentralized. DPW's plan going forward is to ensure that Equity training needs are aligned with Human Resources and that training is developed that meet the higher order training needs of our employees. DPW's public mission requires a service-based framework. In this regard, DPW's strong Office of Communications and Strategic Alliances is working to heighten service work, promote greater awareness around DPW's programs and activities, and increase satisfaction. Routine community engagements such as "Dam Jam" and "Big Truck Day" have proven beneficial in exposing citizens to the mission and work of DPW. This, coupled with information in the Newsletter insert to water bills, serves to inform citizens of DPW's services. In the past, DPW's Liaisons have attended community meetings; however, with low attendance rates at many meetings, DPW had to identify alternate ways to heighten service delivery.

The new model for Community Liaison work will center on awareness of the demographic profile and needs of the community, data and analytics as reflected in Citistat and other sources, and solution-oriented education and problem solving with communities based on their needs, in concert with other City agencies. By maintaining an effective Community Liaison and Engagement function through OCSA, DPW remains familiar with the demographics of the communities and neighborhoods serviced.

Office of Boards and Commissions

The Office of Boards and Commissions (OBC) has used an equity lens to optimize the contracting process so that it includes the underserved. Spending close to \$1 billion each year on operating and capital expenses, DPW is a key player in the economic vitality of Baltimore City. Ensuring that minority, women and small business have an opportunity to compete and/or participate in capital projects has been a longstanding goal as well as challenge. OBC oversees DPW's Small Business Development Training Program, an 11-week training course designed to help local small-business owners boost their ability to compete for City construction contracts as well as acquire the necessary skills to become Ready Willing and Able (RWA) to compete for contracting opportunities. This training provides education of the federally mandated Consent Decree to fix aging infrastructure and bring new viable Consultants / Contractors and Sub-Contractors into the City of Baltimore's contracting process. Thus far, 72 participants have graduated from SBD.

OBC also hosts "Face-Time with Primes" which is an annual outreach networking event dedicated to expanding opportunities for Minority Women-Owned and Small, Local Businesses in contracting opportunities with Prime Consultants/Contractors. This Outreach supports the Mayor and City of Baltimore's initiative to eliminate disparities and enhance the well-being of our communities and was hosted in District 6. OBC has successfully provided prequalifying a minimum of 10 firms monthly in less than 35 business days for firms to do business with the City of Baltimore.

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Office of Asset Management

The Office of Asset Management (OAM) has reevaluated construction contracts to eliminate barriers to small minority businesses ability to gain City contracts. Recently, a minority graduate of the City's Small Business Development program was successful in winning two sanitary sewer contracts.

Office of Engineering and Construction

The Office of Engineering and Construction (OEC) has begun using an equity lens when it comes to minority, women owned and small business contracts. In conjunction with MWBOO, OEC requires subcontractor acknowledgment forms for each monthly estimate or invoice. The MBE/WBE goals are monitored on a monthly basis and the quarterly evaluations include criteria for MBE/WBE participation. If the Contractor or Consultant is not meeting established goals, they are required to submit a justification or explanation.

The Prime Contractor is reminded every progress meeting that it is important to meet these goals. The issue of contractor and subcontractor compliance are tied in with equity on two levels: the communities that are serviced through the capital projects program and hiring and economic opportunities associated with hiring in communities.

Office of Legislative Affairs

During FY 2020, there were numerous issues presented by the public, leading to many city council hearings and proposals. In an effort to target these issues, the Office of Legislative Affairs (OLA) partnered with the newly formed Office of Equity and Environmental Justice (OEEJ). OLA, though principally responsible for guiding these public processes, has worked closely with OEEJ to ensure the provision of equitable service. As a result of this partnership, OLA has been able to better serve the community. Listed below are initiatives OLA has taken to serve the community. While DPW's goal is to increase public confidence in DPW's delivery of services, issues such as water affordability as well as the best way to execute and enforce DPW's sanitation responsibilities for marginalized communities remain a priority.

BH2O Assists and BH2O Plus Water Bill Assistance Programs

The City's public water, wastewater, and stormwater systems are funded through fees and charges paid by ratepayers. Known as enterprise funds, these systems must operate without profit or loss to other funds of the City. As such, it is the water and sewer rates that pay for the operating and capital budgets, as does the stormwater fee, all of which are included in the City's water bills sent to its customers. With an over \$2 billion modified consent decree, water infrastructure that had been ignored for decades, those water, sewer, and more recently, stormwater fees, have been increased annually. For vulnerable customers, rate increases became more difficult to pay for, and existing assistance programs for seniors and low interest grants for customers who found themselves in arrears, were not comprehensive enough to help other customers in need.

City Council Bill 18-0307 Water Accountability and Equity Act

The intent of the legislation was to provide for an income-based method to calculate specific and individual water bill discounts, or credits, to meet a predetermined percentage of income considered to be appropriate for certain low-income customers. The assistance was also to be made available to tenants in single-unit rentals and tenants living in apartments or complexes served by master meters. In addition, an Office of Customer Advocacy and a Committee for Office Oversight are to be established, a third party billing dispute process managed by the Environmental Control Board, and a detailed process to follow for water turnoffs was outlined. The legislation required regulations to be subject to public review and comment, and the law was to be up and running 6 months after its enactment.

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City Council Resolution 19-0156R – Water Outages

This resolution invited the Departments of Public Works, Housing and Community Development, Recreation and Parks, Health, And Housing Authority of Baltimore City to discuss the protocols for assisting residents in the event they lose access to potable water. The interest in this topic was triggered by the replacement of an inoperable hydrant valve near the intersection of N. Schroeder and W. Lexington Street on June 17, 2019 that led to a series of water main breaks along the aging and fragile pipe that provided water to the Poe Homes Public Housing Complex managed by the Housing Authority of Baltimore City (HABC) and surrounding residents.

While water was able to be restored to the surrounding neighborhood, the conditions of the Poe Homes piping and low flow toilets whose mechanism interfered with restoring adequate water pressure to the homes, delaying the resumption of water service restoration until the morning of June 23. Over the course of that week, DPW, HABC, MOEM and volunteers helped distribute bottled water, kept the residents informed of the progress, and provided port-a-pots and portable showers to help residents cope with the loss of water. While the water infrastructure for this geographic area was scheduled for capital improvements several years out, DPW expedited and phased the repairs, replacements, or upsizing the water supply mains in the vicinity of Poe Homes to improve water flow and pressure as well as accommodated future planned improvements for Poe Homes residents and surrounding areas.

City Council Resolution 19-0159R Investigative Hearing –Building Backups of Untreated Sewage

Baltimore City was one of the first cities to enter into a consent decree with State and federal regulators in 2002, which was to be completed within a 14-year span (by 2016). Although the City's sewer system is separate from the stormwater system, wet weather can increase the amount of rainwater and groundwater that can enter the sewer system through cracks or loose junctions, in addition to inflow from illegal connections to the sewer system. This extra flow can exceed the capacity of the sewers, causing overflows and building backups. To complete the consent decree work, the City and the regulators agreed to a modified consent decree that extended the amount of time the City had to complete an over \$2 million rehabilitation and construction program. In addition, a three (3) year pilot program was included in the modified consent decree, called the Expedited Reimbursement Program, to provide rapid reimbursement to homeowners or tenants for verified disinfection and cleanup costs from backups of sewage caused by wet weather events that surcharge the public sewage system. The Council resolution focused on the Expedited Reimbursement Program and expressed criticism that the program structure was too narrow in scope and that it was difficult for customers to successfully file for reimbursement. Since the introduction of the resolution and its hearing, DPW created an internal committee to review the program and will be considering whether enhancements would make the program more responsive to customer concerns about disinfection services, increasing the cost reimbursement ceiling, and better communication about the program and the precautions residents should take when confronted by a building backup of raw sewage. To date, significant changes have been made, increasing advocate and city council satisfaction. DPW's address of the intersection of this issue in the face of the pandemic heightened its intent to be as responsive as possible.

Filbert Street Garden

For more than a decade, the Department of Public Works provided an approximately one (1) acre area of its Curtis Bay Water Tank property at 1517 Filbert Street for a community garden. Over the years, the garden expanded and became the Filbert Street Garden, with community gardens, healthy eating initiatives, beehives and honey production, and an award-winning compost collective. The Garden is an educational and social amenity that has brought the surrounding communities together. In 2018, the Filbert Street Garden approached the Department to ask if they could take possession of the one (1) acres area to ensure its continued operations and to make it easier to pursue much needed grants to expand its educational and environmental efforts.

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Other Initiatives

As a recipient of federal funding, DPW is required to comply with provisions set forth in various statutes and comply with requirements set forth by federal agencies. This year, OEEJ contacted EPA's Office of Environmental Justice (OEJ) regarding measures necessary to ensure DPW's compliance with 40 C.F.R. Parts 5 and 7 (Non-discrimination in Programs or Activities Receiving Federal Assistance from the Environmental Protection Agency).

These include Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; Title IX of the Education Amendments of 1972; and Section 13 of the Federal Water Pollution Control Act Amendments of 1972 (hereinafter referred to collectively as the federal non-discrimination laws). This process allows the public to initiate a grievance with DPW to address allegations of discrimination pursuant to Title VI and other civil rights mandates. Currently, DPW is exploring options to ensure compliance with this requirement. For DPW, this requirement will be new, but it will not supplant the right of the public to file complaints directly with EPA.

ADVANCING EQUITY

Bureau of Solid Waste

- The "Less Waste, Better Baltimore," plan will be a clear and realistic future vision for improving the City's solid waste recycling program and operations, over both the near and long-term, with the goal of maximizing waste reduction, reuse/repair, recycling and sustainable management of materials.
- A total of 280 CleanCUBE compacting solar cans were placed within the Casino footprint and business districts from September 10, 2018 to December 23, 2018, with funding from both the MPA and the Casino Local Impact Aid. CleanCUBE cans use smart sensors which monitor trash levels and enable the cans to be emptied before they exceed maximum capacity.
- The Support Services Division was established within the Bureau of Solid Waste to review, evaluate and analyze the activities of Solid Waste programs and operations to determine efficiency and effectiveness; oversee, plan and implement the recycling program; coordinate fiscal and budgetary matters; and manage other special projects as needed. This office has been instrumental in: assessing operations, managing the recycling program, preparing CitiStat reports, preparing for and responding to CleanStat meetings, researching and writing white papers on various topics important to the Bureau, pursuing and being awarded grants, managing special projects and annual events, pursuing new initiatives, preparing for City Council hearings, preparing for budget presentations, and providing fiscal oversight, among other initiatives. DPW's Equity and Environmental Justice has advised on key approaches to and provisions of all plans.

Bureau of W&WW

- Developed guidelines for the activation of the Emergency Operation Center to address spikes in the number of watermain breaks throughout the service area. For the first time, these guidelines present a systematic approach to more effectively handling water emergencies in the winter. As it is the first such guideline, it will be a living document that will undergo several iterations as "on-the-ground" realities that maintenance crews face is taken into consideration.
- Environmental Services Division (ESD) produced and delivered safe and reliable drinking water to 1.8 million consumers.
- Water Pumping Section saved the City of Baltimore 100's of thousands of dollars, in energy cost saving. (Load Shedding)

THE BALTIMORE CITY DEPARTMENT OF PUBLIC WORKS

Office of Strategy & Performance

- Led multiple DPW offices and coordinated with MOFCS in the creation and launch of the BH2O income based Water Affordability Program-created appropriate Key Performance Indicators for assessing the program's overall performance.
- Created a CSSD daily production tracking log to statistically trend the success of any operational improvements (increase productivity and customer satisfaction, reduction of billing errors, development of new training protocols); drafted SOPs for new or revised processes to include the addition of QC checklists, etc.
- Assisted with the development of an Equity Action Plan that incorporates and ensures equity in all DPW operations, programs, services and policies.

Office of Safety & Training

- The Apprenticeship Program has expanded its outreach to potential participants in Baltimore City's Apprenticeship Program. Referrals from various sources continue to increase and the Apprenticeship Program Administrator has worked very closely with citizens to educate them about the various career opportunities through Baltimore City's Apprenticeship Program, communicating with 196 citizens during calendar year 2019.
- The Chief of Safety and Training represented the Department of Public Works on the Baltimore City Health Department's Fentanyl Task Force. The Fentanyl Task Force discussed the growing Opioid Issue and worked to continue to identify opportunities for Baltimore City, and numerous public sector services to work together to help address this issue and educate the public regarding this major health concern. This is an equity issue as has been borne out through data

Office of Asset Management

- Incorporated "equity" as a metric in the Condition & Criticality model for making recommendations regarding the small water main replacement program.
- Sanitary Sewer Preventative Maintenance Target Cleaning Program- Inspected and cleaned 310,426 Linear Feet (58.8 Miles) of sanitary sewer mains ranging in size from 4-18 inches

Office of Communications and Strategic Alliances

- Redesigned the annual Water Quality Report, and continued to implement electronic delivery of this federally-required document. The redesign should be credited to Marketing.
- Clean Drain Campaign in Schools ended with a winner capturing nearly 70% online pledges from City residents who promised to properly dispose of cooking grease and wet wipes by putting them in the trash.
- Supported and promoted the Small Business Development Program and publicized the closing ceremony that celebrated 71 businesses completion of the program.
- Decreased complaints and increased involvement by promoting ongoing theme "Be Part of the Solution not the Pollution".

Office of Contract Administration

On September 19th Contract Administration participated in the 2019 DPW Small Business Development Program. The Chief of Contract Administration facilitated a class that provided pertinent information about requirements needed to be able to bid on City contracts, the do's and don'ts in submitting a bid, and general information as it relates to be a Prime or subcontractor on a City project.

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CONCLUSION

DPW's Equity work is well underway. Over the last year, DPW established the foundation for Equity, moving it from a noun that surfaces in key policies discussions to a verb that commands action. Equity is becoming an imperative that is part of DPW's business practices and corporate values. Baltimore's City's declaration of the importance of Equity permits this important shift, requiring the implementation of approaches to reduce and eliminate disparities, foster inclusion, and create economic prosperity and wellness for all, especially those for whom such opportunities have been limited.

In year two, DPW's key focus areas will include ensuring that managers, employees and our communities understand the role Equity plays in policy formulation and service delivery; disaggregating internal and external data sources to ensure that policies and practices do not have an adverse impact on protected groups; increasing the representativeness strengthening our relationships with advocates and partners, highlighting mutual grounds for problem solving and collaboration; increasing customer awareness of our programs and activities; expanding our use of data analytics to evaluate the impact of our programs, activities and services and the public's response; implementing necessary programs to ensure compliance with regulatory requirements; and rebranding our relationship with the public as a trusted provider of essential City services.

Efforts in these areas are well underway, and DPW will remain committed to this work. As an exclusive provider of water services and the principal provider of key infrastructure development in the City, DPW is in a key position to influence the City's narrative around Equity and change Baltimore's communities. DPW will leverage its seat at the City's table, capitalizing upon opportunities for partnerships, vast alignments and changes that will yield meaningful results for those whom depend on government. DPW's Equity efforts have resulted in changes to the policy and allocation of resources associated with Expedited Basement Backup Reimbursement Program.

Preexisting efforts, such as DPW's YH2O have actualized opportunities for minority youth. Through DPW's Small Business Development Program small businesses have been able to grow their brand and their scope, thereby accessing opportunities to capitalize on some of the large infrastructure projects for which DPW is responsible.

Despite this, challenges still exist. Ensuring that Baltimore invests in training to create a ready pool of candidates to benefit from the capital projects remains challenging. Better monitoring and accountability relative to the employment of minority and women businesses in capital projects remains another challenge. But this work is not DPW's alone. Advocates, community stakeholders, institutions, and philanthropy are part of the broader spectrum which DPW will leverage to promote change. This work will be purposeful and steady, and DPW is prepared.

The business case for Equity is compelling. Baltimore's experience with the COVID evidences this, as data shows that minorities, low income families and individuals, seniors, persons with disabilities, and even children are affected in ways that they have not been heretofore. DPW is committed to offsetting the increasing costs of water and other services as well as ensuring the provision of water and sanitation services. For Baltimore, DPW's role is a vital one in safeguarding public health as well as promoting equity.

THE BALTIMORE CITY OFFICE OF EQUITY AND CIVIL RIGHTS

ORGANIZATIONAL OVERVIEW

The Office of Equity and Civil Rights is a city agency devoted to advancing equity and upholding the federal and local civil rights laws, the local living and prevailing wage laws, and providing oversight of local law enforcement. The mission of the Office of Equity and Civil Rights is to carry out activities to eliminate inequity, inequality, and discrimination.

The Office of Equity and Civil Rights consists of the Civilian Review Board, the Community Relations Commission, the Mayor's Commission on Disabilities, the Equity Office, and the Wage Commission.

METHODOLOGY

The data for the assessment was collected using the following methods:

- Review documents and records such as the quarterly reports
- Spoke with leadership staff on the progress of the OECR
- Interviewed employees through a survey distributed in February of 2020

SELF- ASSESSMENT ANALYSIS

Strengths Based on the results of the assessment

- All levels of staff are trained and knowledgeable regarding the issues related to barriers to equal opportunity and equity in Baltimore City
- OECR has a written commitment to advancing equity and uses an equity lens when analyzing, creating, and implementing policies
- OECR provides language access services for Limited English Proficient (LEP) residents
- Resource allocation within the agency reflects the goal of reducing barriers to opportunity and reducing disparities within and outside our agency

Gaps based on the results of the assessment

- The Mayor's Commission on Disabilities (MCD) is not recognized in the city's budget as the rest of OECR boards and commissions. Therefore, there were obstacles in obtaining resources for training of staff and program implementation.
- Our agency does not conduct an equity analysis of our operating budget process and utilization. 84% of our operating budget is dedicated to salaries and benefits, 11% is dedicated to rent, and the remaining 5% of our budget is largely made up of costs such as equipment rental and supplies. However, for FY20, we did survey the salaries in the office and made changes to classifications so that the salaries of investigators in each of our divisions were more equitable. The starting salary for an investigator in all of our divisions is now the same; in FY19 there was a \$24,000 difference in starting salaries.
- Our agency does not have a capital budget process, as we are not included in the capital budget.
- Due to the composition of our budget we do not have a minority, women-owned or small business contracts process, as there are no available funds for contractual services. However, whenever we have raised funds to procure contractual services, we have used a minority or woman-owned business. During our inaugural Civil Rights Week in 2019, all of the vendors we used for catering, audiovisual, janitorial and event planning services were minority and/or women-owned businesses, with the exception of the Baltimore Convention Center.
- At various times, the office has implemented surveying to receive feedback on resident satisfaction. However, due to the nature of our agency, residents have been reluctant to complete surveys out of fear that it could impact the outcome of a current or future investigation by prejudicing the investigator against them. While we have seen no evidence that this happens, we nonetheless have had little success collecting data because of the fear. We are currently planning to reinstate survey instruments similar to those used during the implementation of outcome budgeting.

THE BALTIMORE CITY OFFICE OF EQUITY AND CIVIL RIGHTS

ADVANCING EQUITY

Civilian Review Board (CRB)

- The Board met with BPD Commissioner Michael Harrison and the Deputy Commissioner, Brian Nadeau, in November to discuss the Board's relationship with the BPD going forward. The question of feedback from the Commissioner on the disciplinary recommendations of the Board for cases that the Board sustains was one of the topics discussed.
- Deputy Director Parrott and Investigator Brown met with Deputy Commissioner Brian Nadeau, Kay Harding, Assistant City Solicitor to discuss completing PIB cases more efficiently and timely, and review of a timeline to begin the Investigator's Protocol with CRB and PIB.
- CRB has created a master list of cases and sent the master list to PIB. In response, Deputy Commissioner Nadeau stated that the cases were completed and is working with PIB members to ensure that the CRB receives all of the former case files. This includes the 2017, 2018, and the 2019 caseload.
- Worked with DPW to obtain a VISTA for the OECR. Under DPW, the our continuation application was approved, as well as the expansion of the DPW VISTA project into our office. The VISTA will provide grant support for CRB, CRC and Wage. The VADs are going through the review and approval process by CNCS and the recruitment process for the VISTA will begin soon, hopefully by late August.

Wage Commission

- With the addition of a bilingual investigator, the Wage Commission has been able to more effectively build relationships with Latino communities, which are often vulnerable to wage theft.
- With two new part-time investigators on board, the Wage Commission has seen a significant increase in assessments for penalties and restitution.
- Creating a bad actors list of contractors that continually have issues adhering to the guidelines that prevent wage theft within City contracts.
- Building better relationships with other city contracting agencies to decrease wage theft within the City of Baltimore.
- Increased the amount of money assessed and collected in FY 2020 through actively monitoring late payrolls and closing multiple prevailing wage cases.
- Creating a partnership with the office of Mayor's Office of Criminal Justice Human Trafficking Coordinator to identify and report labor trafficking.
- Collected restitution for over 100 employees working on City contracts.

Community Relations Commission (CRC)

- CRC began a new work-sharing agreement with the Equal Employment Opportunity Commission to investigate employment discrimination complaints filed in Baltimore City.
- CRC developed a partnership in October 2019 with the Housing Authority of Baltimore City to provide fair housing training to tenants and housing providers utilizing the Housing Choice Voucher Program in Baltimore City.
- CRC staff coordinated a regional fair housing training with Brian McKenzie (of the Equal Rights Center) and Sara Pratt (of Relman, Dane & Colfax).
- CRC was recognized by EEOC as the top Fair Employment Practices Agency (FEPA) in the region for obtaining "Targeted Equitable Relief" (TER) for complainants.
- In 2019 CRC received their first ever Fair Housing Initiative Program grant from the U.S. Department of Housing and Urban Development for \$101,464.00. These funds were used to educate Baltimore City residents on their rights as it relates to housing discrimination.
- CRC exceeded their Fair Housing Training goals and provided training in Spanish to 48 individuals in the Latinx community (original goal 25) and 27 persons with disabilities are their advocates (original goal 25).

THE BALTIMORE CITY OFFICE OF EQUITY AND CIVIL RIGHTS

- Through the FHIP grant, CRC targeted the five most segregated communities and were able to attend community events in three of the communities (COVID-19 prevented in-person community activities in the final two community statistical areas).
- CRC saw a 225% increase in the number of fair housing complaints between 2018 calendar year and the 2019-2020 grant year.
- CRC secured another FHIP grant for \$125,000.00 for the 2020-2021 year beginning September 1st.
- Provided fair housing training to 122 prospective homebuyers in Baltimore City

The Mayor's Commission on Disabilities (MCD)

- Dockless Scooter Disability Awareness commercials produced by CharmTV are in development. The public service announcements shall alert scooter riders the dangers of improperly parked scooters and reckless driving can pose for persons with disabilities.
- The MCD staff began a partnership with Amazon to plan a career fair connecting persons with disabilities to employment opportunities.
- MCD staff established a partnership with the City Parking Authority in order to inspect city owned parking garages for ADA (Americans with Disabilities Act) compliance. MCD staff along with Disability Rights Maryland met with the Parking Authority to discuss updates to the Residential Accessible Parking process. The project is delayed because of COVID-19.
- In response to complaints regarding effective communication, MCD staff hosted two virtual workshops regarding (1) Maryland Relay resources and (2) Disability Etiquette hosted by the Mid Atlantic ADA Network. The staff also has held meetings with the Health Department and BCIT (Baltimore City Information Technology) regarding website accessibility compliance and provided resources.
- The MCD staff hosted an Accessibility Awareness Fair at Cherry Hill Elementary Middle School in celebration of the 29th Anniversary of the Americans with Disabilities Act.
- The MCD staff facilitated in person and virtual workshops regarding the Legislative Process with Maryland Office of Disabilities; Lupus Awareness; Fair Housing; NAMI (National Alliance on Mental Illness) and Mental Health Awareness Month; resources of the Health Department featuring Health Commissioner Dr. Letitia Dzirasa; Dockless Scooters with the Department of Transportation; Emergency Preparedness hosted by the Office of Emergency Management; and Voting 101 for Persons with Disabilities hosted by Black Girls Vote; and Census 2020.
- MCD Staff participated in voting awareness webinars and participated in a televised voting public service announcement sponsored by Black Girls Votes and Baltimore Votes
- MCD Staff participated in Census 2020 meetings; Dockless Scooter Committee meetings; Site Plan Review Teams;
- State Disability Commission Meetings; Equity Division Meetings; Complete Streets Committee (Department of Transportation) Meetings; Development Disability Day at the State House; Howard and Baltimore County Disability Commission Meetings; ADA Online 2020 Webinar Series sponsored by the ADA Coordinator Training Certification Program and the Great Lakes ADA Center; and various outreach events.
- MCD Staff facilitated American Sign Language interpreters for the mayor's press conferences and provided other agencies information regarding effective communication.
- MCD staff provided OECR staff information regarding ADA training webinars.
- MCD staff facilitated Myers Briggs training to encourage better communication and interactions among staff and OECR customers. Further, MCD staff hosted the EAP (Employee Assistance Program) Manager to provide resources for OECR including mediation and counseling services.

THE BALTIMORE CITY OFFICE OF EQUITY AND CIVIL RIGHTS

Equity Division

- Developed the framework for a critical performance element in Equity for managers and supervisors city-wide.
- Created the OECR's Equity Implementation Plan (publishing pending)-This plan outline's OECR's plan for implementation equity citywide. This plan lays the groundwork and can be changed at any time.
- Created the 2020 Equity Guide (publishing pending)- The 2020 Equity Guides serves as an overview to Agency leaders on how equity can be operationalized within their agency.
- Created the Advancing Equity Handbook (publishing pending)- The Handbook includes the importance of equity and implementing equity in our city, a toolkit, tips, a glossary of terms, an ADA Checklist, case studies, and more.
- Created draft Employee Perception Survey (pilot tested with OECR)- This survey is meant to help assess employee perceptions and collect demographic data not usually provided to HR. This survey is anonymous in order to collect genuine feedback. The goal is to use the information received to build a more diverse and inclusive workforce where individuals feels valued.
- Attended the following community meetings: Casa De Maryland; Men and Family Services Center; Zion Baptist Church; Structural Racism Workshop; Can We Talk (Equity); Cherry Hill Community Resource Center; Black Women and the Vote; Baltimore Times Community Conversations; Our Revolution Maryland; Young Lords: A Radical History; Equity in Transportation
- Held six Equity Coordinators Meetings- Equity Coordinator Meetings will be held the 2nd Wednesday of the month at 10 am. The meeting will be conducted mainly in the Curran Room in City Hall, however, we will allow agencies to "host" a meeting at their location when possible. Due to COVID-19, Equity Coordinators meetings are held virtually until further notice.
- Created a Training Needs Assessment for Equity Coordinators – This assessment was used to gauge the Equity Coordinators' previous training and current understanding of diversity, equity and inclusion work. The assessment was distributed to the Equity Coordinators and OECR has currently has a response rate of 47% from all the agencies.
- Established Equity Internship Program- OECR established an in-person & remote Equity Internship Program to allow students to gain real experience in the creation and implementation of a city-wide equity initiative. The remote aspect of the program promotes diversity and inclusion by allowing students to participate from anywhere.
- Creating The Annual Equity Report (expected November 2020)- The Annual Equity Report is required by Article 1 Subtitle 39.

CONCLUSION

OECR is devoted to advancing equity in Baltimore City. We are on a great start to achieving that goal with the help of our staff and the Boards and Commissions. Together we've made great strides towards a more equitable city and plan to initiate more programs to continue to address the challenges residents face throughout the city. To keep the city moving forward, we created new initiatives that will focus on housing discrimination, employment discrimination in city government and the private sector, ADA coordinator certification, labor trafficking, and equitable policing practices.

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