



## Management and Personnel

Who are the owners and key management personnel of the business?

The Mayor and City Council are the legal owners of the City of Baltimore municipal corporation. They are democratically elected by the citizens of the City. The Mayor, the Mayor's Cabinet and the City Council would comprise the management level key to implementing the plan. Of the Cabinet, the Directors of Planning, Finance, Housing, Health, Transportation, Public Works, Recreation and Parks, and the Mayor's Office of Employment Development are most important to the successful implementation of the Plan. Two quasi-city agencies, the Baltimore Development Corporation and the Baltimore Area Convention and Visitor's Association (BACVA) are critical to implementing the City's economic development strategy.

The Baltimore City Public School System (BCPSS) is the one agency that is critical to the success of the plan that is NOT governed by the Mayor and City Council. BCPSS is solely governed by an unpaid Board of Commissioners that are jointly appointed by the Governor and the Mayor. This agency has been integral to the development of the plan, however, and the school system's Facilities Master Plan is required by law to be adopted as part of this Comprehensive Plan.

Other management entities of the CMP that are substantially influenced by the State through the budget process are the Maryland Transit Administration and funding for substance abuse treatment. Note that the strategy for Priority Funding Areas is largely dependent on additional State dollars to direct future State growth into City areas with high levels of vacancy.

What are the key functions each will perform?

### Department of Planning

- Develop inclusionary housing plan;
- Implement crime prevention through environmental design;
- Apply housing typology to neighborhood planning;
- Create landscape ordinance and develop new system of design guidelines;
- Target MVR funds to schools and transit-orientated areas;
- Implement strategies to increase and enhance Local Historic Districts;
- Develop a management plan for City-owned historic buildings;
- Modernize the Zoning Code to address Transit-Orientated Development, mixed use, campus, substance abuse treatment and park zoning districts; and
- Assist with the planning of re-use school facilities.

### Department of Housing and Community Development

- Target loan, counseling, and code enforcement products based upon the housing typology;
- Update building code to address sustainable design;
- Designate five new code enforcement positions for Local Historic Districts; and
- Administer loan & grant programs to low income households in Local Historic Districts.

### Department of Transportation

- Target sidewalk, lighting, and signal improvement funds to schools, transit areas, and tourist areas;
- Restore and increase on-street parking for mixed-use and business areas;
- Implement bicycle master plan;
- Create traffic-calming policies and procedures;
- Target Pavement Maintenance Management to transit lines;
- Implement Charles Street trolley;
- Complete pedestrian and automobile way-finding system for Heritage Areas; and
- Institute a Transportation Demand Management model that includes development mitigation and alternatives to single-occupancy vehicles.

### Department of Public Works

- Create new standards for hiring design professionals for public building projects;
- Develop a Waterway Trash Management Plan to ensure compliance with the National Pollutant Discharge Elimination Permit; and
- Complete a comprehensive City-wide sanitation plan.

### Department of Recreation and Parks

- Create system to enhance ability to lease land and buildings to improve stewardship of parks, park structures and open space;

- Complete stream valley and trail system;
- Implement urban forestry management plan;
- Develop a strategic recreation plan to target public resources; and
- Identify sustainable funding strategy.

#### **Department of Finance**

- Identify sustainable funding strategy

#### **Baltimore Development Corporation**

- Establishment of micro-enterprise loan program for start-up businesses in growth sectors;
- Identify employer training needs;
- Establish higher education liaison;
- Assemble and market development sites for construction-related businesses;
- Maintain the CBD as the city's concentration of office space;
- Create bioscience incubator space and development districts; and
- Develop wireless zones in public areas.

#### **The Mayor's Office of Employment Development is responsible for the following:**

- Creating a strategic plan that links job seekers to employers that targets resources to the under and unemployed; and
- Develop systems to monitor first-source hiring and apprenticeship programs.

#### **The Baltimore Area Convention and Visitor's Agency is responsible for the following:**

- A master plan for the Convention Center area.

#### **The Baltimore City Public School System (BCPSS) is responsible for the following:**

- Improving building conditions;
- Implementing "green" building principles;
- Developing Community Schools Policy;
- Creating twelve community school centers; and
- Developing timely re-use options.

#### **The Health Department, with substantial State help, is responsible for the following:**

- Increased drug treatment targeted to those seeking employment.

#### **The Maryland Transit Administration is responsible for the following:**

- Implementing the Baltimore Regional Transit Plan.

### **The Office of the Mayor, Baltimore City Heritage Area**

- Develop new visitor centers and enhance existing centers
- Complete wayfinding systems
- Establish a National Heritage Area
- Prepare for the Bicentennial of the War of 1812
- Implement heritage trail system
- Teach American history using Baltimore's history museums
- Implement the Charles Street Scenic Byway Corridor Management Plan

### **The City's political representatives are responsible for the following:**

- Establishing a regional authority to manage public transit.

The staff of the Comprehensive Planning Division will be responsible for monitoring the recommendations of the plan through their responsibility for developing the City's Capital Improvement Program. The Capital Improvement Program is a six year budget for all City agencies (see Chapter XI) administered by the Department of Planning. As part of the Comprehensive Planning process, the Department has added an accountant position to its staff and will be incorporating the capital budget into the Citistat process. This will ensure careful tracking and timely completion of all projects.

The success of the Plan warrants the inclusion of planners in the administration of each agency, similar to the way fiscal staff are employed by each agency. Several agencies, such as the Baltimore Development Corporation or the Department of Transportation, now include professional planning staff in the management team of the agency. For other agencies', the Department of Planning acts as those agencies planning staff, for example, the Departments of Education, Housing and Community Development and Recreation and Parks. It is recommended that the Departments of Health and Public Works, Mayor's Office of Employment Development and Baltimore Area Convention and Visitors Association adopt one of these models.