

## Putting Baltimore to Work on the Red Line

The positive economic effects of a major public works can be felt for many years beyond the life of the project, if efforts are made early and comprehensively to harness and direct the economic inputs needed to complete the project. To this end, we call for an economic empowerment strategy that makes the most of this historic project by targeting resources toward Baltimore's residents and businesses.

### They did it. So can we.

#### Portland's Economic Empowerment Strategy

Before construction began on the Yellow Line in Portland, Oregon, TriMet and the prime contracting companies worked to ensure that the line was built by people from the community. As a result, local minority- and women-owned firms secured 19% of the contract dollars—valued at \$35 million—and 35% of workforce hours were completed by minorities and women. Working with prime contractors and other agencies, TriMet also developed creative ways to help minority- and women-owned firms build their business capacity, such as: breaking scopes of work into smaller bid packages to encourage small contractors to bid, rotating contracting opportunities created within a division of work, and providing technical and business assistance to ensure firms were able to provide the contracted work.

#### **Baltimore City will work with MTA to Establish a Red Line Economic Empowerment Office following the selection of a Locally-Preferred Alternative. The Office will have responsibility for:**

- Conducting an economic scan of likely trades, skills, contracting capacity, etc. necessary for final design and construction of the Red Line.
- Developing partnerships and implementing a plan which address the needs identified from the economic scan, such as coordinating with new and existing registered apprenticeship programs, including those operated by the Baltimore Building Trades Council; minority- and women-owned business enterprise (M/WBE) capacity-building; workforce training programs, etc.
- Aggressively engaging the community in economic empowerment opportunities.
- Conducting outreach and certification training for minority- and women-owned firms, entrepreneurs, and others in order to broaden the pool of potential bidders for project contracts.

#### **Use the Red Line as a Model for Breaking Down Barriers to Full Deployment of Local Resources for Design and Construction:**

- MTA will create a role for small businesses using mechanisms such as the State's Small Business Reserve and Small Business Preference programs, and by identifying areas of work most appropriate for small businesses and bidding those as separate contracts. These and other mechanisms will encourage broad participation in the final design and construction of the project.
- MTA and Baltimore City will define rules of reciprocity between MDOT & City of Baltimore certification and work to align M/WBE certification requirements with DBE certification requirements.
- The City, MTA, and other partners will enlist support from Maryland's Congressional Delegation, General Assembly and advocacy community in identifying and winning changes to regulatory barriers to local hiring and M/WBE involvement.
- MTA will work aggressively to enforce requirements that subcontractors get paid promptly.

## **Recruit and Prepare Baltimore Residents to Work on the Red Line:**

- MTA will require Red Line contractors to register available jobs with the Baltimore City Office of Employment Development which will then undertake outreach to ensure that community residents are aware of the job opportunities.
- The City and MTA will work with local educational institutions to promote transportation-related professions for young people. MTA will work with Red Line contractors to encourage transportation career opportunities and advancement over the course of the project.
- MTA will encourage project contractors to participate in the City's YouthWorks program.
- MTA will explore strategies to connect existing pre-apprenticeship programs for skilled trades to actual employment opportunities associated with the Red Line project.
- The Maryland Department of Labor, Licensing and Regulation will aggressively enforce wage and hour laws to ensure that a fair day's work results in a fair day's pay.
- MTA will establish a grassroots marketing strategy for Red Line employment opportunities, using existing resources such as established community-based organizations, the One-Stop Career Shops, Office of Employment Development, members of the Job Opportunities Task Force, Small Business Resource Center, and others.