



STEPHANIE
RAWLINGS-BLAKE
MAYOR



BALTIMORE CITY SISTER CITIES PROGRAM

W O R K I N G G R O U P R E P O R T

O C T O B E R 2 0 1 5



A MESSAGE FROM BALTIMORE'S MAYOR

Baltimore City is uniquely positioned to further the global economy, create equitable relationships and focus on improving partnerships and policies in areas where the scope for cooperation has already been established. Throughout its history, our city has been a major transportation thoroughfare and center for international trade. It has also welcomed millions of immigrants through its ports and railways. As we continue to grow, my administration remains committed to Baltimore being a “Welcoming City” in the years to come.

In 1973, Mayor William Donald Schaefer founded the Baltimore Sister Cities program (BSCP). I like Mayor Schaefer, recognize the importance of establishing, supporting and maintaining a practical approach to diplomatic relations. BSCP provides the essential framework for our City to connect internationally through cultural, economic and educational experiences, while providing invaluable global opportunities and foreign relations for Baltimore City residents and businesses. As time has changed and reshaped our world, now is the opportune time to review our Sister Cities program.

The following report outlines recommendations that include enhancing the Baltimore Sister Cities Program with an economic development focus. I would like to thank the Sister Cities Work Group for their time and commitment in developing this report, embarking on a new mission to create exchanges in the areas of arts and culture, education, health/medical, tourism, growing our economy and community engagement.

The City of Baltimore pledges its support in promoting this important program. I look forward to the continued success of the Baltimore Sister Cities Program and the many benefits it will bring to Baltimore City and our sister cities around the world.

Sincerely,



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Mayor

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To promote peace
through mutual
respect, understanding,
and cooperation – one
individual, one
community at a time.

Sister Cities International was created at President Eisenhower's 1956 White House conference on citizen diplomacy. Eisenhower envisioned an organization that could be the hub of peace and prosperity by creating bonds between people from different cities around the world. By forming these relationships, President Eisenhower reasoned that people of different cultures could celebrate and appreciate their differences and build partnerships that would lessen the chance of new conflicts.

EXECUTIVE SUMMARY

The City of Baltimore established its first Sister City when Mayor William Donald Schaefer founded the Baltimore Sister Cities Program (BSCP) in 1973. During its 42 years of existence BSCP volunteers have conducted activities and exchanges with Sister Cities focused on education, arts & culture, health and tourism, and more recently economic and business development. BSCP activities have in turn engaged Baltimore's leaders, citizens and neighborhoods in the global community and continues to promote "Peace through People."

Today, the BSCP has five active relationships in (1) Kawasaki, Japan; (2) Luxor & Alexandria Egypt; (3) Piraeus, Greece; (4) Rotterdam, Netherlands; and (5) Xiamen, China. Since its founding, BSCP has been operated through the Office of the Mayor. There is also a sixth Sister City relationship, Ashkelon, Israel that is managed by the Associated Jewish Community Federation of Baltimore, though it is not officially under the City program.

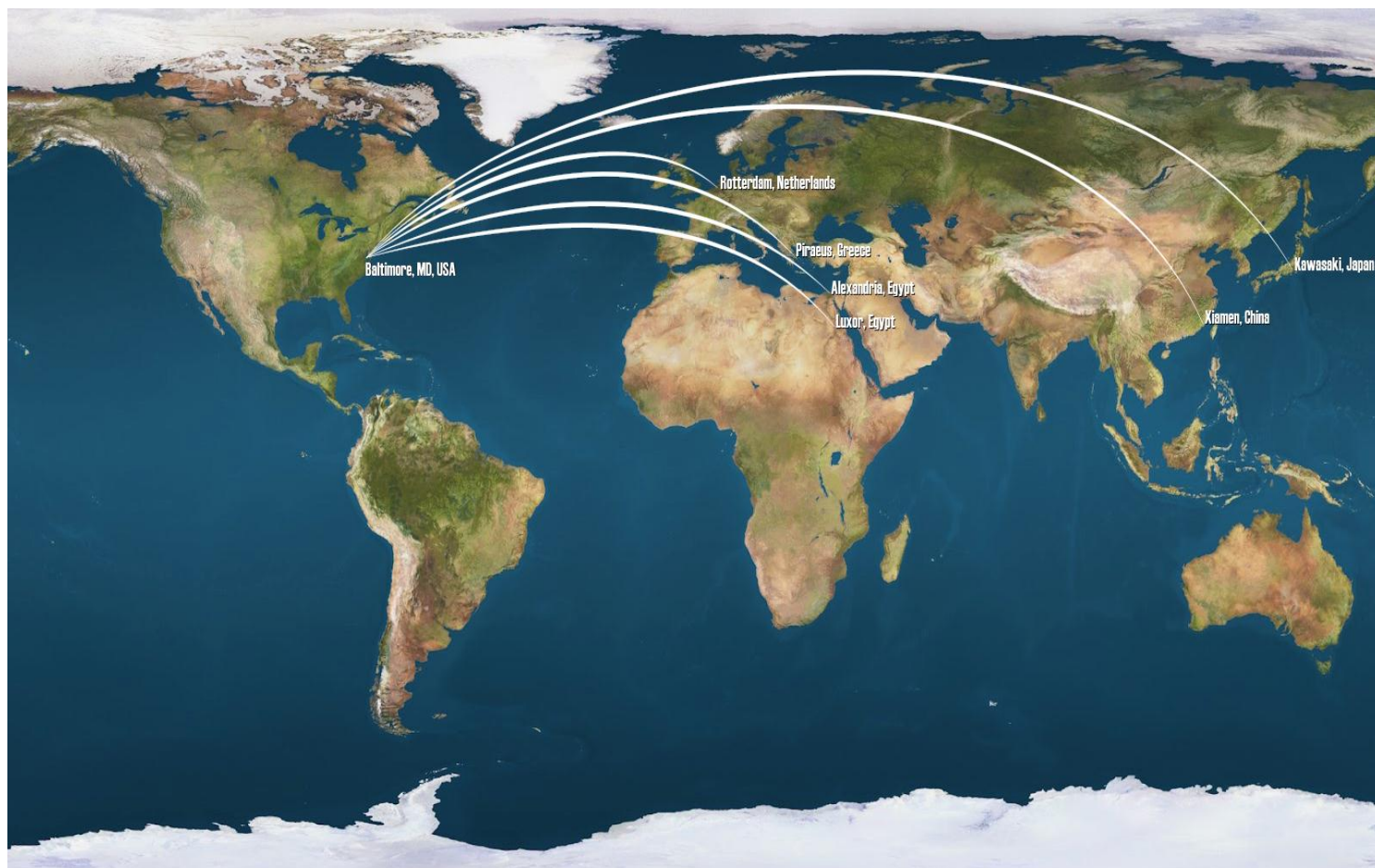
With varying levels of activity amongst our Sister City relationships, there is a renewed goal to reestablish the Sister Cities Program as a strong and vital component of the City's international identity and economic development agenda.

To explore how to make BSCP more effective, a working group was established by the Mayor's Office of Economic and Neighborhood Development in April 2014. This working group was comprised of representatives from the Office of the Mayor, Maryland Sister States Program, Baltimore Development Corporation, Baltimore Sister City committees, the State of Maryland's Office of the Secretary of the State, the local business community and Baltimore City Public Schools. It is worth noting that all of these representatives have substantial

experience interacting with the Sister Cities Program at the local, state and national level. The working group met throughout the year in order to research and produce the next steps, and prioritize recommendations and actionable items that are outlined below:

1. BSCP should be restructured as an independent 501(c)(3) corporation to be named Baltimore Sister Cities, Inc. ('BSC, Inc.') with its own officers, Board of Directors and Executive Committee.
2. The Office of the Mayor should continue to be closely involved in the Sister Cities program through Board presence, general operating support and high level supporting relationships.
3. In preparation for becoming a 501(c)(3) corporation it is very important that the individual sister city committee financial accounts be reconciled with the account that the program has under City of Baltimore's Department of Finance.
4. BSC, Inc. will partner internally (amongst individual committees) and with other organizations to generate a consistent message while maximizing outreach and making the program stronger and more valuable to Baltimore City.
5. Establish criteria to unify and define the intent of the program by developing a mission statement and identifying goals that incorporate the individuality of the committees and place a stronger emphasis on economic development.
6. Create guidelines for new memberships, the reestablishment of inactive partnerships and the dissolution of committees.
7. Produce measurable outcomes and report annually on program successes in the areas of arts and culture, education, health/medical, tourism, and business and community engagement.

SISTER CITIES OF BALTIMORE



- Alexandria/Luxor, Egypt
- Piraeus, Greece
- Kawasaki, Japan
- Rotterdam, Netherlands
- Xiamen, China

BACKGROUND

Sister Cities International Program

Sister Cities International (SCI) was founded by President Dwight D. Eisenhower in 1956 as a non-partisan, non-profit organization to establish long-lasting, mutually beneficial sister city, county, and/or state relationships that advanced “...peace and prosperity through cultural, educational, humanitarian, and economic development exchanges.”¹

BSCP’s History & Current Status

In the early 1970’s, Baltimore Mayor William Donald Schaefer created the first set of these mutually beneficial relationships between Baltimore and cities around the world. Of Baltimore’s 11 established sister cities, five remain active today, including: Kawasaki, Japan, Luxor/Alexandria, Egypt; Piraeus, Greece; Rotterdam, Netherlands; and Xiamen, China.

During its 42-year existence, BSCP has been operated under the auspices of the Office of the Mayor. Since 2010, at least one City of Baltimore employee has been designated as the “Sister City Liaison” with the responsibility of developing and supporting the program.

In April 2014, a working group was tasked by Mayor Rawlings-Blake to review the current program and make recommendations to increase its effectiveness in terms of promoting economic development activities in Baltimore City. The working group was comprised of representatives from the Office of the Mayor, Maryland Sister States Program, Baltimore Development Corporation, Baltimore Sister City

committees, the State of Maryland’s Office of the Secretary of the State, the local business community and Baltimore City Public Schools.

Baltimore Sister Cities Committees’ History & Current Status

The Kawasaki Committee emphasizes Boy Scouting exchanges and cultural activities. Their membership base and projects are mostly unaffiliated with the City of Baltimore. Kawasaki also has a garden located at the Inner Harbor, which is maintained by the City and Waterfront Partnership of Baltimore.

The Piraeus Committee aims to promote Greek culture in Baltimore through their “Greek Week” contributions. Based on their reports, Piraeus continues to raise funds for several Baltimore charities; however, the committee no longer maintains a direct relationship with their municipal counterparts and do not appear to be in the position to meet the expectations of the program moving forward.

The Luxor/Alexandria Committee has focused on economic and medical projects and student & professional exchanges in Egypt. However, due to the changes in the governmental structure, the committee no longer has ties with these cities. The committee still communicates with some medical, engineering, business and library professionals in its two Sister Cities. In Baltimore, the committee is rebuilding its membership. Its latest initiative was to raise funds for children’s books to be donated to the Alexandria Library. The books were delivered in December 2014.

The Rotterdam Committee has strong ties to the medical profession in both countries in association with Johns Hopkins and University of Maryland and is also active in arts and

¹ Source—“About Sister Cities International”
<http://www.sister-cities.org/about-sister-cities-international>

culture exchanges and activities with schoolchildren in Baltimore. Until recently, the committee did not have a strong relationship with their municipal counterparts, but the current Mayor of Rotterdam has contacted the City of Baltimore to reestablish the relationship.

Xiamen has been most active in business development and educational exchanges, but has also organized medical exchanges involving Johns Hopkins Hospital and Health Systems and hospitals in Xiamen. When envisioning the new direction for the program, Baltimore-

Xiamen Sister City Committee (BXSCC) provides the best example of an economic development focused agenda.

Two other sister city committees, Ashkelon, Israel and Odessa, Ukraine were taken over by their members and separated from the official City program. Ashkelon rarely requests City support and is managed by the Associated Jewish Community Federation, while Odessa maintains no relationship with the City.

THE FOLLOWING LIST DOCUMENTS BALTIMORE’S SISTER CITY RELATIONSHIPS, BOTH FORMER AND CURRENT, IN ORDER OF THE DATE ESTABLISHED:

1. Gbargna, Liberia	1973	Inactive
2. Odessa, Ukraine	1974	Inactive
3. Kawasaki, Japan	1979	Active
4. Piraeus, Greece	1982	Active
5. Luxor, Egypt*	1982	Active
6. Genoa, Italy	1985	Inactive
7. Rotterdam, Netherlands	1985	Active
8. Xiamen, China	1985	Active
9. Alexandria, Egypt*	1995	Active
10. Ely O’Carroll, Ireland	2000	Inactive
11. Cadiz, Spain	Unknown	Retired in 2004
12. Ashkelon, Israel	2005	Managed by the Associated Jewish Community Federation of Baltimore
13. Bremerhaven, Germany	2007	Inactive

* Luxor, Egypt and Alexandria, Egypt combined into one committee in 1995.

Over the years Baltimore's Sister Cities Program has received many honors and awards at Sister Cities International annual conferences:

- 1975 "Outstanding First Year Activity" award for Gbargna, Liberia relationship
- 1980 "Technical Assistance" award for Gbargna, Liberia relationship
- 1981 "Global Education" award for Gbargna, Liberia; Kawasaki, Japan; Niteroi, Brazil; and Odessa, USSR relationships
- 1983 "Program Revitalization" award
- 1984 "Education and Cultural Arts" award for Gbargna, Liberia relationship
- 1985 "Best Overall Program" award for Gbargna. Liberia; Kawasaki, Japan; Luxor, Egypt and Piraeus, Greece relationships
- 1986 "Technical Assistance" award for Gbargna, Liberia and Luxor, Egypt relationships
- 1986 "Best First Year Program" award for Rotterdam, Netherlands relationship
- 1987 "Best Overall Program" award for Cadiz, Spain; Gbargna. Liberia; Genoa, Italy, Kawasaki, Japan; Luxor, Egypt; Odessa, USSR; Piraeus, Greece; Rotterdam, Netherlands and Xiamen, China relationships
- 1988 "Best Overall Youth Program" award for Cadiz, Spain; Genoa, Italy; Kawasaki, Japan; Luxor, Egypt; Odessa, USSR; Rotterdam, Netherlands and Xiamen, China Relationships
- 1988 "Technical Assistance" award for Luxor, Egypt relationship
- 1989 "Best Overall Program" award for Cadiz, Spain; Gbargna. Liberia; Genoa, Italy, Kawasaki, Japan; Luxor, Egypt; Odessa, USSR; Piraeus, Greece; and Xiamen, China relationships
- 2006 "50th Anniversary" award at Sister Cities International 50th Anniversary Conference
- 2014 "Most Innovative Sister Cities" award at U.S.-China Sister Cities Conference (joint award with Xiamen, China)



PROGRAM JUSTIFICATION

There are many attributes that Baltimore City has that align with the objectives of the Sister Cities program. From Baltimore's port, to world-renowned institutions, Baltimore City has established itself as an international city.

Baltimore City's future is intrinsically linked to global social and economic change. BSCP is a powerful tool to build close relationships between Baltimore City and other international cities in order to realize many of the goals Mayor Rawlings-Blake has established to grow Baltimore's economy, build stronger neighborhoods and make the City a healthier and cleaner place to live and visit.

Several key characteristics of Baltimore City justify the need for a Sister Cities program. Since its beginning, Baltimore has been a major transportation hub and center for global trade. The Port of Baltimore was established in 1706 and ranks as the number one port in the United States for roll on and roll off cargo and is a major economic driver for the City of Baltimore. In addition to the Port, the Baltimore region's Foreign Trade Zone (FTZ) is one of the largest

in the United States with 1,734 acres within 25 non-contiguous sites throughout the greater Baltimore region. Connections established through BSCP have the potential to stimulate additional trade opportunities between global partners, the City and the State of Maryland.

Baltimore City's higher education institutions, such as the Johns Hopkins University, University of Maryland Baltimore and Morgan State University have an international presence with close to 200 active partnerships across the globe. Through educational exchanges between Baltimore City's public schools, colleges, universities and similar educational institutions in and around its Sister Cities, the program has created mutually beneficial relationships across the arts, technology, and medical fields.

Baltimore's re-invention from a post-industrial city to an international tourist destination through the redevelopment of the Inner Harbor is a globally recognized success story. The Inner Harbor has served as a model of urban redevelopment for many cities around the world, including Darling Harbour, Australia

and Baltimore Sister City, Rotterdam, the Netherlands. With inspiration derived from Darling Harbour, the Inner Harbor will launch its first lights and innovation festival – Light City, in 2016.

Baltimore is a walkable city with world-class museums, attractions, performing arts, phenomenal restaurants and great shopping. BSCP can serve as an ambassador to welcome international visitors and dignitaries alike. It is important to note that Baltimore has a rich history of immigration. During 1821-1914, Baltimore was the third largest port of entry with 1.5 million European immigrants. The vast majority, approximately 1.2 million, arrived through the B&O Railroad's Locust Point's immigration pier from 1868 to 1914. Today, the Baltimore Immigrants Memorial (BIM) exists in the Liberty Garden at Pier 9 to memorialize those individuals who immigrated to America for a better life. The BIM organization was recently awarded an \$8,300 Heritage Investment Grant by the Baltimore National Heritage Area for new exhibits at the site.

The Rawlings-Blake Administration is committed to ensuring Baltimore City is a “Welcoming City”. In 2014, the Mayor established the Mayor's Office of Immigrant and Multicultural Affairs. In addition, the Mayor's New American Task Force issued a detailed report with 32 recommendations for ensuring Baltimore City is making strong efforts to attract immigrants and help ensure their success as new residents and business owners. The Sister Cities program can be a powerful resource for the City of Baltimore's efforts to connect globally and locally with its immigrant population.



Above: Reception for the Baltimore-Rotterdam Artist Residency in 2013.

MISSION & GOALS

Mission

The current BSCP program does not have a deliberate focus and lacks a strategic plan for the program. To that end, the working group has created a comprehensive new mission statement that identifies goals for the program moving forward. The mission statement is as follows:

The Baltimore Sister Cities Program (BSCP) is a non-profit, volunteer organization that aims to promote mutual economic development, educational, cultural, health/environmental and other cooperation and exchanges between Baltimore, Maryland and its international Sister Cities. BSCP activities are designed to benefit the City of Baltimore, its residents and the business community by supporting the Mayoral Initiatives of the City of Baltimore and the goals of the Sister Cities International organization.

The BSCP will support its mission and the Sister Cities International founding principal of “Peace through People” by enacting the following goals:

Goals

1. Encourage and facilitate business and economic development with Baltimore’s Sister Cities, especially in the areas of foreign trade and investment by activities such as organizing business delegations to its Sister Cities and hosting business delegations from its Sister Cities in Baltimore.
2. Connect Baltimore City’s K-12 schools, colleges & universities, and other educational institutions & stakeholders with counterparts in its Sister Cities through student and teacher exchanges and other activities.
3. Celebrate the arts and cultures of its Sister Cities by organizing relevant cultural, educational, civic, and recreational events.
4. Coordinate and cooperate with the Mayor’s Office of Immigrant and Multicultural Affairs in support of Baltimore City’s immigrant communities.
5. Encourage health and environmental cooperation and exchanges between Baltimore City’s hospital, medical and tech industries and counterparts in its Sister Cities.
6. Promote tourism between Baltimore City and its Sister Cities.

CREATING A NEW CORPORATE STRUCTURE

After more than 42 years of operating as a part of the Office of the Mayor, the working group recommends that BSCP should be restructured as an independent 501(c)(3) corporation to be named Baltimore Sister Cities, Inc. (‘BSC, Inc.’) with its own officers, Board of Directors and Executive Committee.

The individual Sister City Committees will continue their functions as a part of and under the direction of BSC, Inc. who will establish policies, guidelines and procedures for the individual committees as part of the BSC, Inc. Bylaws.

It is intended that the operational structure of the organization will be decentralized with the individual committees having their own officers and members. The services and resources of the ‘Maryland Nonprofits’ organization will be used to facilitate the incorporation and 501(c)(3) process. This should result in considerable cost savings.

There are three key reasons for this recommendation:

1. This should improve the stability of the program by insulating it to some extent from changes in perception and support from different mayoral administrations.
2. 501(c)(3) status would clarify the tax status of monetary contributions to the program.
3. As an independent corporate entity, BSC, Inc. could open its own bank account and greatly simplify the financial administration of the program for the benefit of both BSC, Inc. and the City of Baltimore.

A strong and stable relationship with the Office of the Mayor is critical to the future success of BSC, Inc. This will ensure legitimacy with both foreign cities and local partners who expect an official city relationship to justify their support. A strong official city relationship will also help recruit and retain dedicated local volunteers (both officers and members). Finally, BSC, Inc. will continue to need direct support from the City of Baltimore to facilitate issuance of official

invitation letters, meetings with foreign dignitaries, arranging meetings with City of Baltimore officials and use of City Hall facilities for meetings and activities.

With a close relationship with the City of Baltimore, BSC, Inc. can also bring value to the City in areas such as foreign business and investment, neighborhood development, educational exchanges, arts and culture, immigrant relations, language skills and international knowledge.



Above: Dr. Wen, the City's Health Commissioner, receiving a gift from the Xiamen- Sister City delegation.

Accordingly, the working group recommends that the Mayor's Office hold two voting seats on the BSC, Inc. Board of Directors. It is also expected that a liaison in the Office will serve as the primary point of contact for BSC, Inc. This person would also serve as one of the two mayoral appointments.

Upon BSC, Inc. being established as a 501(c)(3) corporation:

- The business of BSC, Inc. will be managed by a Board of Directors.
- The Board of Directors shall be constituted of an officer from each active BSCP committee, two directors appointed by the Office of the Mayor (Sister City Liaison and Director, Mayor's Office of Immigrant and Multicultural Affairs), an appointed member from the Baltimore Development Corporation (BDC) and such other persons from BSC, Inc.'s constituent communities

(such as business, education, arts & culture) as the Board shall nominate and approve.

- The Board of Directors shall appoint the officers of BSC, Inc. (Chair, Vice-Chair, Secretary, and Treasurer) from among its members. These officers along with the Sister City liaison appointed by the Office of the Mayor shall constitute the Executive Committee.
- BSC, Inc. will maintain membership in Sister Cities International (SCI) and its mission and policies will be in harmony with SCI and the City of Baltimore
- BSC, Inc. will oversee the activities of the individual Baltimore Sister City Committees. However, it is intended that this be a decentralized organization with much of the day-to-day sister city activities being managed at the individual committee level.
- BSC, Inc. will open a single bank account to hold the funds of each individual committee and its own. The BSC, Inc. Treasurer will manage this account to include keeping an up-to-date record of each individual committee's available balance at all times. All deposits and disbursements from the individual committees will be made through the BSC, Inc. Treasurer and will be subject to the BSC, Inc. Treasurer's approval.
- BSC, Inc. will seek affiliation with Maryland Nonprofits in order to benefit from certain advantages available through membership, such as: assistance in preparation and filing of legal documents, reports, and forms with the IRS and the State of Maryland; mitigating risks to its officers and directors through an insurance program; improving credibility as a charitable organization by adhering to Maryland Nonprofits' Standards of Excellence, etc.
- Each committee shall elect a Chair, Vice-Chair, Secretary, Treasurer and a Member at Large from among its members.

- Each committee shall elect or appoint its own sub-committees as are necessary to conduct its business.
- The By-Laws of BSC, Inc. shall include detailed provisions for the operations, and rights and responsibilities of each individual sister city.



Above: Scouts from Kawasaki, Japan visit the City of Baltimore.

In regards to the logistics associated with the steps required to form Baltimore Sister Cities, Inc., the anticipated total cost in year one of operation is \$969 - \$1,719, plus any insurance premiums for BSC, Inc. and its Board. The preparation of the required documentation (Articles of Incorporation, Bylaws, budget, etc.) ideally, can be completed within 90 days, and the subsequent incorporation process requiring an additional 30 days. The biggest unknown is obtaining 501(c)(3) status from the IRS, as the Maryland Sister States program has been waiting for more than a year for such approval. Baltimore's Sister Cities presently benefit from tax-exempt status by virtue of being a part of the City. This will have an important bearing on how soon the organization can fully separate from the City financially.

BENEFITS OF NEW STRUCTURE

There are several key benefits to BSC, Inc. being established as a 501(c)(3) corporation:

Quality & Effectiveness

In recent years Baltimore's Sister Cities committees have operated independently with minimal collaboration and coordination. Although it is intended that the program will continue to operate in a decentralized manner, there are many opportunities for improved coordination and leveraged results through collaborative efforts.

Stability

Due to its programmatic placement within the Office of the Mayor, BSCP has experienced various support levels from different mayoral administrations over time. An independent 501(c)(3) corporate structure will provide more

consistency and stability during administration transitions.

Financial

- A 501(c)(3) corporation may open its own bank account and manage its finances in a more conventional manner. The present arrangement of keeping all Sister Cities funds in a single account with the City of Baltimore Department of Finance has been inefficient for both the committees and the City. Payment requests from the City can take up to two months to approve and execute which often forces committee officers to "bankroll" their committee activities involving catering and other vendor payments having to then apply and wait for reimbursement for long periods.
- Another challenge has been obtaining periodic information as to each Sister Cities'

funds from the City. At present there is no effective program to reconcile each Sister City committee's financial records with those of the Department of Finance. This can result in large financial reconciliation differences between individual committees and the Department of Finance that requires substantial time and effort by both parties to resolve. Currently, and on a volunteer basis, Sister City committee members attempt to reconcile accounts using the information in QuickBooks.

- In addition, it has been very difficult as an unincorporated part of Baltimore City to use credit card payment services such as PayPal to collect funds for committee activities. As a corporation this should be easily resolved.
- General fundraising has typically been conducted by each individual committee independently using methods such as event fees, sponsorships and corporate memberships. Occasionally different committees are soliciting the same sponsors at the same time for different projects. A coordinated effort to fundraising, especially from the local business community, would seem to have great merit. There should also be opportunities for large scale events such as a Baltimore Sister Cities Gala that could raise funds for the entire program. The State of Maryland Sister States Program has been very effective with a similar approach
- 501(c)(3) status will clarify the tax status of all financial contributions.

Legal

A proper corporate structure will limit liability for the officers and members. There will be important changes with this process such as a

new need for 'Directors' and Officers' insurance (under the present structure as part of City of Baltimore Sister City volunteers are covered by liability protection under the 'Local Government Tort Claims Act'). Affiliation with Maryland Nonprofits will provide the opportunity to obtain such insurance and legal services at a reasonable cost.

Efficiency

Establishing BSCP as an independent 501(c)(3) corporation will immediately shift some administrative and financial responsibility from the Office of the Mayor to the corporation.

The working group also explored soliciting private funding for an 'administrator' to work in the Office of the Mayor and fulfill certain liaison responsibilities as noted above. BSC, Inc. is prepared to consider such an option. However, if an 'administrator' is hired, it is considered important that a City of Baltimore employee remain on the BSC, Inc. Board.

A City employee presence on the board will balance the cost of an 'administrator' with the alternative of using such funds for BSC, Inc. programs such as student exchanges, cultural activities, etc.

The BSCP has not yet engaged in fundraising at a level to support an administrator. It is therefore proposed that the role of 'administrator' not be included in the initial structural plan of BSC, Inc. However, exploring ways to create such a position in a manner that will be at least budget-neutral, while continuing to raise revenue for program expenses should be made a high supplemental priority.

ENCOURAGING PARTNERSHIPS

With a new coordinated vision and program consistency, there will be more opportunities to partner with City agencies, local businesses and community associations. The working group has identified a number of new areas for BSC, Inc. to explore that could make the Sister City program stronger and more valuable to Baltimore City through marketing, networking and partnership initiatives that include:

- Create a collective marketing strategy (logo, website, promotional materials).
- Develop an online form for proposed new relationships similar to Denver Sister Cities and to be incorporated into the new website.
- Combined activities (annual Sister Cities fund raising event, Immigrant Heritage Month, request a booth at Artscape, etc.)
- Closer cooperation with Baltimore Development Corporation (BDC), Baltimore Office of Promotion & the Arts (BOPA) and Visit Baltimore in order to leverage sister city relationships in the areas of business, arts & culture and tourism.
- Coordinate with the Mayor's Office of Immigrant and Multicultural Affairs (MIMA) in such areas as specialized language skills, celebration of ethnic heritage months and selection of new Sister Cities. Considering that Latin America is the source of Baltimore's largest immigrant community, Baltimore's next Sister City could be in this region. Likewise, Africa represents Baltimore's 3rd largest immigrant community. The inactive Gbargna, Liberia relationship may deserve renewed attention.
- Connect with the Associated Jewish Community Federation of Baltimore to discuss how the Ashkelon Sister City relationship might be better included in or coordinated with BSC, Inc. activities.

Over the course of the past six months, the working group had presentations delivered by

the World Trade Center Institute (WTCI), BDC, MIMA, and the Mayor's Office of Economic and Neighborhood Development (END) on ways that successful partnerships can be created and sustained. The City agencies and departments that have been identified as most beneficial for BSCP and the City are BOPA, Visit Baltimore, MIMA, and the BDC. The WTCI is an outside entity that BSCP should become a member of and consider modeling some of their programs after. The following agencies are uniquely positioned, in that, arts/culture/tourism are significant economic drivers for the City and strong opportunities for collaboration. For 2015, the working group identified the following short-term opportunities:

Baltimore Office of Promotion & the Arts (BOPA)

- Securing a booth at the 2015 Artscape Festival
- Identifying roles for BSCP to play in upcoming/major projects
- Working with BOPA on grant eligibility for future initiatives

Visit Baltimore

- Creating an awareness of the program and the current sister cities through a partnership with Visit Baltimore
- Discuss a membership with Visit Baltimore
- Become more visible in international hubs (e.g. BWI terminals with direct flights)
- Posting a sign with all cities and mileage outside of the Visitor's Center

Mayor's Office of Immigrant and Multicultural Affairs (MIMA)

MIMA promotes economic development, community well-being and the integration of immigrant communities. With the release of the Mayor's New Americans Task Force (NATF) report by MIMA, BSCP can be vital in bridging how the City interacts with the growing immigrant community in Baltimore, through policy, outreach and the distribution of resources. According to the NATF report, approximately 7.4% of the City's population (as of 2013) consists of foreign-born individuals. The Hispanic (4.6%), Asian (2.6%) and African (1.2%) populations comprise the largest numbers. While only the Asian population is represented through two (2) sister city committees, an opportunity exists for revisiting the Liberian relationship, and once the BSCP is incorporated, the City can consider cities in Latin and South America that reflect the Hispanic population in Baltimore City and have potential economic ties to Baltimore.

Sister Cities will facilitate relationships between local and international communities and MIMA and provide guidance on protocol and international exchange opportunities. Lastly, Sister Cities will assist in promoting MIMA's efforts and initiatives around economic growth and community well-being.

Baltimore Development Corporation (BDC)

Last year, BDC developed its Comprehensive Economic Development Strategy (CEDS) report for the City. Included in the report is BSCP's role in building upon and strengthening existing international relationships while creating a platform where future partnerships can thrive. The ultimate goals are to expand business and trade investments, attract tourists

from respective regions and cultivate relationships particular to the different immigrant populations that contribute to growing the City by 10,000 families. BDC views the Sister City program as having the potential to foster economic development within the City. There are several ways in which the sister city relationship will lead to positive benefits including:

Industry and Intellectual expertise

Baltimore City should seek to identify with and select Sister Cities that have industries that could benefit from an exchange of ideas and technology. This would include cities with port operations that could benefit from learning about procedures, processes, and technology located at Baltimore's port. Additionally, cities could benefit from learning about advances in medical, health, and bioscience technologies, including vaccine development.

Business Agreements

Baltimore City would work to help create business agreements with its Sister Cities to help identify business opportunities both here in Baltimore and in Sister Cities, including workforce training, establishing or expanding import and export operations, and identifying opportunities for greater expansion of selling products in foreign countries.

Operation Establishment

Baltimore City should work with BSCP to identify international companies to locate and open a division of their company in Baltimore City. This effort would further the BDC's goals of targeting international firms to establish their U.S. operations or logistics centers and research facilities in the City.

Once the BSCP program has been reorganized, BDC will work with interested agencies and BSCP to identify potential international partners.

Global Cities Initiative

In January 2015, Baltimore City was selected to participate in the Global Cities Initiative. The Greater Baltimore Committee is leading this effort in coordination with BDC and other partners. This 5-year joint project headed by the Brookings Institution and JP Morgan Chase creates opportunities for businesses and civic leaders to grow the international connections and competitiveness of their cities and strengthen their economies. Baltimore City's first project will be to develop a metropolitan export plan in 2015, of which the BSCP should be a part.

World Trade Center Institute (WTCI)

The World Trade Center Institute boasts a membership of over 18,000 individuals and businesses. As the largest international business network in the Mid-Atlantic, the WTCI works to grow Maryland's global business community. It provides general business connections, professional exchanges, and services unique to international business. The WTCI is not a City agency, but BSCP should become a member and consider developing some of their plans and future programs based on their models.

CONTINUED SUPPORT FROM THE MAYOR'S OFFICE

Sister City Liaison

One of the key recommendations of this report is that a 501(c) (3) corporation, Baltimore Sister Cities, Inc. (BSC, Inc.), be established to directly manage the Sister Cities program. However, this does not diminish the need for strong engagement in the BSCP by the Office of the Mayor to include designating a Sister City Liaison within the Office of the Mayor. The Baltimore Office of the Mayor should continue to be closely involved in the Sister Cities program as follows:

- Designate a Sister Cities Liaison within the Office of the Mayor with a portion of their time dedicated to the Sister Cities program, as necessary.
- Appoint the Sister Cities Liaison and one additional City of Baltimore employee (potentially the MIMA Director) to serve on the Board of Directors of BSC, Inc. Further, the Sister City Liaison should be a

member of the BSC, Inc. Executive Committee.

Each Sister City committee should have members serving in the roles of Chair, Vice Chair, Secretary and Treasurer. It is believed by committee members that more time is required of the current liaison than is currently available. However, the tasks expected of the liaison by the committees can be time consuming and should be addressed within the committees by the respective officers, while reserving high-level tasks for the Office of the Mayor. Of the requests received, many do not rise to the level of priority used to determine the best use of time by the Office of the Mayor. The working group has discussed two alternatives for this liaison position:

1. Continuing the present arrangement of a regular City of Baltimore employee with

such responsibility, but increasing the percentage of their time dedicated to Sister City activities as the program proves the need for more assistance.

2. Finding and funding an “administrator” to work in the Office of the Mayor with similar responsibilities.

Before making a recommendation on this issue it is important to consider the proposed responsibilities of the Sister Cities Liaison position:

- Board member of BSC, Inc. to include attendance at all Executive Committee and Board of Directors meetings
- Represent the Mayor of Baltimore at key events of BSC, Inc. and individual Sister City committees to include occasional foreign travel to foreign Sister Cities for key events
- Serve as the initial point of contact for relations with other City of Baltimore departments and officials to include BDC and BOPA, among others
- Serve as the official point of contact with Baltimore’s International Sister Cities
- Attend at least one regular meetings of each individual Sister City committee every year.
- Issue official letters of invitation for international dignitaries and delegations

It is recommended that the first alternative noted above be implemented – continuing the present arrangement of a regular City of Baltimore employee within the Office of the Mayor functioning as Sister City Liaison. Following BSC, Inc’s incorporation and receipt of tax exempt approval from the IRS the issue of finding and hiring an administrator should be revisited. However, there should still be an Office of the Mayor employee designated to serve as a board member of the corporation and as the official point of contact for the program.

Logistical Support

As mentioned before, it is the expectation that the City maintains their current level of support during this transition and after incorporation. The following are examples of past City of Baltimore logistical support that have been very useful to the Sister Cities program. The following support should continue:

- Meeting space at City Hall for Sister City committee meetings
- Occasional use of other City Hall facilities such as CitiStat Room and Curran Room for Sister City events and activities
- City of Baltimore department head or other senior officer meetings with high level international delegations
- Occasional official (Mayor, Deputy Mayor or Sister City Liaison level) representation on Sister City trips to foreign countries

Financial Support

In preparation for becoming a 501(c)(3) corporation it is very important that the individual Sister City committee financial accounts be reconciled with the City of Baltimore Director of Finance accounts.

On October 31, 2014, the Sister Cities Committees self-reported their account balances with the City of Baltimore. These amounts ranged from approximately \$3,000 to over \$14,000 per committee. In total, the 5 active committees reported nearly \$50,000 in existing funds. However, City records show fewer funds for certain committees than self-reported.

Although there appears to be a reasonable financial position for BSCP as a whole, it should be noted that in most cases funds have been built up over a number of years.

Annual fundraising revenues of the Sister Cities committees are generally substantially less than \$5,000 each. If, following incorporation of

BSC, Inc. and achievement of tax-exempt status, the Board of the corporation and representatives of the Office of the Mayor feel that the administrator has good prospects of raising sufficient funds to be at least self-funding, then the decision to hire such an administrator will be made with full consideration of the potential impact this may have on the finances of individual committees and the corporation.

It is intended that BSC, Inc. will self-fund its activities primarily from sponsorships and tickets and fees from various activities. However, there are areas where City of Baltimore financial support could be beneficial:

- Approve a one-time allocation of up to \$2,500 toward the cost of incorporating BSC, Inc. and applying for 501(c)(3) status. This will represent 50% of the total cost with the other 50% to be paid by BSC, Inc. This can be justified by future efficiencies resulting from the new structure, especially by eliminating the need for managing Sister City accounts with the City of Baltimore Director of Finance, Board of Estimates and Ethics Board applications and compliance.
- Approve a one-time allocation of \$15,000 for:
 - Continuing to pay the \$1,800 Sister Cities International annual membership fee for the next five years as the BSC, Inc. continues to establish itself and raise funds.
 - Funding initial membership fees for partnerships that can prove to be beneficial for the City and BSCP (e.g. the World Trade Center Institute)

- Supporting other BSC, Inc. activities in the areas mentioned under ‘Sister City Liaison’ and ‘Logistical Support’.
- In the event that it is decided to move forward with an administrator structure there may be a need for additional financial support from the City of Baltimore. However every effort would be made to fund this expense from outside grants and sponsorships.

Codification of Sister Cities Status

A close and engaged relationship with the City of Baltimore is the most important factor for the future success of the BSCP. As this relationship has fluctuated in years past and will be changing with the shift to a 501(c)(3) structure, it is requested that the Office of the Mayor issue an Executive Order confirming the City of Baltimore’s general support for the BSCP. The BSCP requests that this be issued at the earliest opportunity. However, it is recommended that this be revisited after formal adoption of this report by the Mayor prior to initiation of the incorporation process. During the interim, the acceptance of this report by the Administration will serve as a commitment that the Executive Order will be issued once the following tasks are complete:

- The program has successfully incorporated
- The program receives its 501(c)(3) approval
- A unified logo and website have been established for the program
- The status of all current sister cities has been confirmed

ESTABLISHING MEASURABLE OUTCOMES

BSCP should have goals and a methodology to monitor accomplishments. The program's goals and measurable outcomes should be on two levels: the BSC, Inc. and each individual Sister City committees. The following goals and outcomes are recommended for each level:

BSC, Inc.

- Meetings. Hold at least 6 Executive Committee meetings and 4 BSC Board meetings every year.
- Annual Plan. Review and approve each individual Sister City committee's Annual Plan by December 31 of each year (see below). Prepare an Annual Plan for BSC, Inc. for submission to the BSC, Inc. Board of Directors and the Office of the Mayor by January 31 of each year.
- Annual Accomplishments. Review (to include discussion and any necessary changes) and approve each individual Sister Cities committee's Annual Accomplishments by January 31 of each year. Prepare a BSC, Inc. Annual Accomplishments report for submission to the BSC, Inc. Board of Directors and the Office of the Mayor by the last day of February of each year.

Sister Cities Committees

- Annual Plan. On or before November 15 of each year each committee will submit to BSC, Inc. its plan for the next year to include planned activities, financial goals, and membership goals. At a minimum this plan should list and meet all of the requirements for an active Sister Cities relationship. Following approval by BSC, Inc. this plan will become the committee's 'Annual Plan'.
- Annual Accomplishments. On or before January 15 of each year each committee will submit to BSC, Inc. its accomplishments according to the prior year's Annual Plan.

CONCLUSION

BSCP has a strong history and promising future with many opportunities to build upon its role as an economic tool for Baltimore City. To encourage a sustainable program, the Rawlings-Blake Administration is committed to being a partner in its reorganization. The final recommendations that follow aim to have the BSCP build on Baltimore City's flourishing arts and culture, education, health/medical, tourism and business sectors, while expanding abroad and establishing Baltimore City as an internationally-recognized place to do business, live and visit. By implementing these recommendations, BSCP can become an internationally celebrated program that continues its rich 42-year history for many more years to come.

Final Recommendations

1. BSCP should be restructured as an independent 501(c)(3) corporation to be named Baltimore Sister Cities, Inc. ('BSC, Inc.') with its own officers, Board of Directors and Executive Committee.
2. In preparation for becoming a 501(c)(3) corporation it is very important that individual city financial accounts be reconciled with the program account within City of Baltimore's Department of Finance.
3. Establish criteria to unify and define the intent of the program through developing a mission statement, identifying goals and creating a collective marketing strategy that incorporates the individuality of the committees, while focusing more on economic development.
4. Adopt guidelines for new memberships, reestablishment of inactive partnerships and the dissolution of committees.
5. The Office of the Mayor should continue to be closely involved in the Sister Cities program through board presence, general operating support and high-level relationships.
6. Each Sister Cities committee has displayed a different area of focus. Some committees will need to develop a strategy to focus on economic development to meet the new criteria desired for the program. It is recommended that the following be given six (6) months from the date of incorporation to adhere to the newly established criteria:
 - Kawasaki, Japan
 - Luxor/Alexandria, Egypt
 - Piraeus, Greece

It is also recommended that the Sister Cities relationship with Bremerhaven, Germany be formally terminated by the City of Baltimore due to inactivity and no standing committee.

7. BSC, Inc. will partner internally (amongst individual committees) and with other organizations to generate a consistent message while maximizing outreach and making the program stronger and more valuable to Baltimore City in the future.
8. Produce measurable outcomes and report annually on program successes in the areas of arts and culture, education, health/medical, tourism, and business and community engagement. Committees will produce year-end reports and annual plans beginning in 2015 in order to justify each program's existence and to assist in garnering support from partners, including the City, local businesses, and international organizations.
 - 2014 reports will be due no later than May, 31, 2015. Reports will be posted to the newly developed website, providing information to the public and other interested parties.



REPORT APPENDIX

Criteria for Baltimore sister city relationships

CRITERIA

In the creation of this document criterion from SCI, other US cities, Maryland Sister States, and Baltimore's previous criteria from circa 2008 was taken into consideration. This document coincides with SCI policies but adds extra criteria & procedures to help ensure sustainable relationships. Note that previously, Baltimore had a process for setting up international partnerships but it did NOT include selection criteria nor the steps to becoming a friendship relationship or a full-fledged sister city. Moving forward, the document will include a full set of steps from the proposed "Friendship City", an interim stage before becoming a full-fledged sister city (a concept from SCI), to the dissolution of a defunct committee.

It is recommended that a moratorium is place on new sister cities for six (6) months, with new applications resuming on 08/01/15, while the program reorganizes the Baltimore Sister Cities structure and focuses on strengthening the current sister city committees.

A Sister City relationship is formed when the mayor (or highest government official) from each sister city signs a formal agreement endorsing the sister city relationship. This agreement is the culmination of several steps. Before signing a sister city agreement, it is important to demonstrate long-term viability.

Sister City agreements shall be considered active/valid unless formally terminated by one or both of the respective communities.

This document includes:

1. Criteria for new candidate sister cities.
2. Process for forming a new Sister City relationship. The stage before becoming a sister city relationship is a Friendship City.
3. The requirements for the relationship to stay active. This section includes procedures for evaluating struggling relationships.
4. Processes for deactivating and terminating relationships.
5. Process for re-activating a relationship.

Note:

This document describes the City of Baltimore's requirements; they apply to the Baltimore Sister City program and Baltimore's sister city committees. Be aware that the partnering city might also have their own requirements; those are not included in this document.

KEY

- **BSC, INC.:** Baltimore Sister Cities program. This term will eventually be retired when BSC, Inc. has been formed. Moreover, for purposes of these "Criteria" BSC, INC. and BSC, Inc. will have the same meaning and may be used interchangeably.
- **BSC, Inc:** Baltimore Sister Cities, Inc. A 501(c)(3) corporation to be formed to manage Baltimore's Sister Cities and activities.
- **SCI:** Sister Cities International.
- **Top government official:** For Baltimore, this refers to the Mayor. For the partner city, this refers to Mayor or highest elected official or, if elections do not take place, highest appointed official.

SELECTION CRITERIA FOR NEW SISTER CITIES

Much of the following criteria were generated from the criteria developed in 2008 after the creation of the friendship city Bremerhaven, Germany. Also, because there were no criteria, the program has current committees that exist without official government ties, and do not further the mission of the Office of Economic and Neighborhood Development/Office of the Mayor. When considering a new city to start a relationship with, these criteria will be used to identify whether the process can proceed. The following document is intended to strengthen criteria and procedures so that new sister city relationships have a stronger foundation and are more sustainable over time, while ensuring existing relationships remain active, but coincide with the mission of the City of Baltimore and provide a method for handling inactive relationships. These criteria will also guide the future of and strengthen existing committees.

Applicants (and existing committees) must meet all of the following criteria:

- Cities similar in size to Baltimore.
- Cities with ports.
- Cities with similarities or similar interests to Baltimore, such as economy, universities, cultural, science, medicine, tourism, technology, social interests.
- Strong support from the local community in both cities.
- Cities whose government is strongly interested in the relationship.
- There is an existing or intended exchange, partnership, communications, or economic agreement that forms the basis for a long-term relationship.
- Proposed activities should support the mission & goals of BSC, Inc.
- At least 75% of programming and activities should occur in or be beneficial to the City of Baltimore.

****Consideration will be given in special circumstances.****

Preference will be given to:

- The city's country has an immigrant community in the Baltimore region that can provide volunteers for the committee and support the relationship over the long term.
- Cities in nations that maintain a consulate or trade mission office in Baltimore region, or whose consulate in Washington, DC indicates a willingness to actively support in the sister city relationship.

NOTES

- BSC, Inc. can help to describe to the international city what (if any) relationships have already been established with that city or its country.
- If other regions in the city's country already have relationships with Maryland state or other regions in Maryland, that will not disqualify them from forming a sister city relationship with Baltimore.
- SCI can provide assistance in evaluating candidate cities or finding appropriate contacts in the cities. SCI can provide information on procedures, protocol, format and content of invitation letters and partnership agreements, as well as serve as a general liaison and information source.

2. PROCEDURE FOR BECOMING A SISTER CITY

STEP 1. Send proposal to BSC, Inc.

- In the proposal:
 - Indicate how the city meets the selection criteria (section 1).

- Describe the proposed city's demographics, characteristics, strengths, and major imports/exports.
- Describe the opportunities for partnership, both short term and long term
- Include letter of support from the international city's government.
- BSC, Inc. reviews within 30 days after receipt, and may request additional information.
- If the applicant qualifies, BSC, INC. sends recommended candidate to Mayor's Office for approval, where the decision should be made within 60 days.
- Once approved by BSC, INC. and Mayor's Office, the city moves to the Friendship City stage.
- If approved, a letter from the Mayor will accompany the next steps as determined by BSC, INC..
- BSC, INC. notifies SCI of the new Friendship City and updates BSC, Inc. website.

STEP 2. Become a Friendship City and execute a project.

As a Friendship City, the cities execute a trial project to help demonstrate benefits of a partnership long-term viability. This is a provisional period before becoming a sister city.

A. Define project.

A group in Baltimore or the sister city should set up three (3) projects (one to be completed in the first year and the remaining two in the second year) and submit them to BSC, Inc. for approval. Each project plan should include:

- Goals and desired outcomes
- Benefits
- The project should relate to BSC, Inc. mission and goals
- The project should promote one or more of the following in both Baltimore and the Sister City:
 - Art/Culture
 - Education/Learning/Technology
 - Science/Health/Environment
 - Business/Workforce Development
 - Peace
 - Sports/Tourism
- Projected timeline and milestones of progress. The project should have a clear end point; allowing for only two six month extensions as requested.
- A fundraising plan that describes the resources needed to meet the goals of the project and the means by which to obtain them.
- List of the organizers and participants.

The project can be a one-time project or intended to be recurring or ongoing.

B. Submit project plan to BSC, Inc. governing body for approval.

BSC, Inc. approves and plans milestones for incremental review during the project's execution, or denies.

C. Set up groups.

The aspiring sister city committee should identify a group of people in *both* cities that will serve the sister city relationship and sign the agreement in step 3.

- **Set up a committee in Baltimore:** This committee will manage the Friendship City and evolve into Baltimore's Sister City Committee for that city.
- **Contacts in the partnering city:** Baltimore's aspiring sister city committee or a Baltimore organization should establish a connection with an organization in the prospective international city (such as a school, business, non-profit, hospital, and community association, or group of individual volunteers). A letter of support from this organization on official letterhead should accompany application documents in step 3 (referred to as "citizen association"). This group can be, but does not need to be, the group that is working on the Friendship City project.
- **Prospective city government:** The group should also reach out to the international city's government to inform them of the intent. The government does not necessarily need to be involved in the Friendship City project between the two entities but should be informed and supportive. **Official letters of support from prospective governments will be needed for the transition to a sister city.**

D. Execute the approved Friendship City project.

- The group should execute the project plan and document the results for BSC, Inc. review.
- Group should demonstrate ability to raise funds, to respond in a timely fashion to communications, and to work positively with BSC, Inc. members. Group should demonstrate qualities of determination, leadership, competence, and integrity,
- At the planned milestones, BSC, Inc. will review progress.
- Friendship City relationships/projects should last for a minimum of one (1) year, but not exceed three (3) years.

E. Have BSC, Inc. review the results.

F. BSC, Inc. sends the recommended candidate to the Mayor's Office for approval.

NOTES

- Sometimes, international partnership projects are initiated without setting up the framework of a Friendship City. When both cities want to turn this relationship into a Sister City relationship, they should still follow the Friendship City process or obtain a waiver, to be established with the Office of Economic and Neighborhood Development, for some or all parts of the Friendship City process from BSC, Inc.
- If a Friendship City does not transition to a Sister City, see the procedures outlined in Section 4.

STEP 3. Become a Sister City.

A. Submit a request to BSC, Inc.

Demonstrating a readiness to join BSC, Inc. by:

- Having successfully completed the Friendship City stage. Update previously submitted documentation as needed.
- Identifying at least 10 members to form a sister city committee in Baltimore, and increasing that number to 15 members by the end of year one.
- Determining leadership for 1st term. All volunteers must become members of BSC, Inc.
- Securing at least one citizen association in the partnering city that will sign the agreement.

- Fundraising to contribute to a percentage of the fees necessary for BSC, Inc. to create/update website, fund grant position, etc., in addition to a \$3,000 committee startup requirement.
- Mayor of Baltimore and top governing official from partner city signal intent to become sister cities through official letters acknowledging and supporting the relationship.

B. Draft the formal agreement

- Wording: Refer to SCI guidance and example templates. Look at examples from existing Baltimore sister cities.
- Work with counterparts in the other city to draft and revise. Have BSC, Inc. and Office of the Mayor review it as needed.
 - Determine whether it needs a duplicate copy in the other city's language.
- BSC, Inc. will approve the final document before sending to the Mayor of Baltimore.
 - The document should be written on official letterhead, either BSC, Inc. or City of Baltimore; to be determined later and accompanied by an official "welcome packet".
- BSC, Inc. notifies SCI of the new Sister City and updates the BSC, Inc. website.

C. Signing

- **Government to government:** The formal agreement should be signed by Baltimore's mayor and the sister city's top governing official.
- **Citizen association to citizen association:** The agreement should also be signed by the leader of the Baltimore sister city committee (and can be signed by a rep from other organization in Baltimore that wants to support the relationship), by a rep from BSC, Inc. governing body, and by a corresponding organization in the other cities that is committed to the relationship. Signatories in Baltimore should become members of BSC, Inc.
 - Encourage additional activities to take place during the delegation's visit beyond the signing ceremony and encourage media coverage.
- Be sure both communities receive a signed set of the official documents for their records.
- Send signed copies to SCI. (Refer to current SCI requirements.)

NOTES

The BSC, Inc. may waive or modify any of the above requirements, if extenuating circumstances exist. This must be documented in writing and accompany friendship city and sister city applications.

3. CRITERIA FOR STAYING ACTIVE

If committees do not meet these requirements, see next section.

Committee meetings: Committees must meet nine times a year with a minimum of 9 people in meeting attendance. At the time of appointments in January, the committee must have 15 active committee members.

Project / Program (s): Each committee must hold or co-sponsor a minimum of two programs or projects a year open to the general Baltimore City population. These projects should promote two or more of the following in both Baltimore and the Sister City:

- Art/Culture

- Education/Learning/Technology
- Science/Health/Environment
- Business/Workforce Development
- Peace
- Sports/Tourism

Benefits to Baltimore: The Baltimore sister city committee's activities should benefit Baltimore city in some capacity. The majority of the US-based activities should benefit the City. Committees are advised to host local events within the city limits and have programs that benefit city residents or the city's economy. We do recognize that a regional approach is important and recognize that groups outside of the city limits such as area universities do valuable work that benefits Baltimore city.

Membership: BSC, INC. does not require that members be city residents. Historically, members from the surrounding regions have played an important role in the success of Baltimore sister cities program.

Mutually beneficial relationships: Sister City relationships should also include activities that benefit the partnering city.

Contacts in Sister City: The sister city committee should utilize the organizations in the international city to assure that programming promoting Baltimore, Maryland is taking place there. This can be through the city government in the Sister City or another organization such as a school, business, non-profit, hospital, community association.

Sister City's Government: The city government in the international sister city must remain open and receptive to the continued partnership. There must be a liaison within that City's government assigned to liaise on the partnership. If political changes occur or there is unrest that prohibits a fully committed relationship, committees will be given six (6) months to provide and begin to execute a plan for sustainability.

Committee procedures: Committees must adhere to BSC, Inc. bylaws, including requirements for meetings and membership, and support BSC, Inc. mission & goals. Each committee must also complete an annual report and meet requirements as are defined elsewhere.

Evaluation: The evaluation of all individual committees will be done by the BSC, Inc executive committee and Director of the Mayor's Office of Immigrant and Multicultural Affairs.

4. PROCEDURES FOR DEACTIVATING OR TERMINATING

Prior to deactivating or terminating

- If a committee is struggling to fulfill its obligations as described in this document, it should ask BSC, Inc. for assistance. City government can also provide assistance. Note that SCI can provide us with assistance with evaluating, revitalizing or terminating a relationship.
- Identify whether any suggestions for revitalizing dormant relationships in the SCI's Dormant Toolkit are applicable.

- Sister cities committees created before January 1, 2014 will be given six (6) months from the date of report publication to adhere to criteria that has been established.

If committee fails to meet the requirements in these criteria

- BSC, Inc. will review the committee(s) in question and send a letter to the committee letting them know they are at risk of being deactivated.
 - Note: Mayor's Office is also able to make the determination and send letter to the committee in place of BSC, Inc.
 - Notification shall be by certified mail, return receipt requested. If address unknown, other contact methods can be used.
 - BSC, Inc. can decide whether to procure assistance for the committee (see "Prior to deactivating or terminating").
- Committee shall have 30 days to respond to letter. They may ask for a 2nd review within 6 months of the letter.
- 6 months after the letter, if BSC, Inc. or Mayor's Office feels the committee is still not meeting requirements, they will be placed on review. BSC, Inc. shall recommend one of the following options to mayor:
 - Put the committee on 1-year probation.
 - During this time, the committee can continue to hold programs and work to meet the standards of BSC, Inc.
 - Committee should be re-reviewed after probation; if not meeting requirements, they will be made inactive or terminated at the discretion of BSC, Inc. or Mayor.
 - Change status of sister city to "Friendship City" and notify SCI.
 - Friendship City can reapply for sister city relationship, following the steps & requirements in this document.
 - Deactivate the relationship (status becomes "Emeritus"). See below.
 - Terminate the relationship. See below.

Other recourses

- If for some reason BSC, Inc. or the Mayor's Office does not act to address committees that are not meeting the requirements, relationships will automatically be considered inactive (emeritus) after 1 year of no activity (no meetings or programs that meet the requirements).
- The partner Sister City's government may contact Baltimore to request a change in relationship.

If a Friendship City fails to convert to a Sister City relationship

- BSC, Inc. will review the friendship city in question and send a letter letting them know they are at risk of being terminated.
 - Note: Mayor's Office is also able to make the determination and send letter to the city in place of BSC, Inc.
 - Notification shall be by certified mail, return receipt requested. If address unknown, other contact methods can be used.
- BSC, Inc. can decide whether to procure assistance for the friendship city.
- Committee shall have 30 days to respond to letter. They may ask for two (2), six (6) month extensions.
- If after the requested extension(s), BSC, Inc. or Mayor's Office feels the friendship city is still not meeting requirements, the relationship will be terminated.

Deactivating the relationship (“EMERITUS”)

- Relationships can be deactivated by BSC, Inc. with Mayor’s approval or by the top governing official in the partner Sister City.
- A formal letter should be sent by the initiator to the corresponding sister city. (SCI Dormant Toolkit provides a template that can be used.)
 - If Baltimore is the initiator, the letter should state the reason(s) for deactivation.
- A copy of the letter should be sent to the Baltimore sister committee representative, if there is one. BSC, Inc. should get a copy of this letter.
- Notification shall be by certified mail, return receipt requested. If address unknown, other contact methods can be used.
- Even if the parties fail to send a letter, the relationship will be considered inactive if it falls under the criteria in “Other recourses”, above.
- SCI should be notified in writing by Baltimore’s mayor or by the top governing official in the partner Sister City that the relationship is inactive.
- The relationship will be **“Sister City Emeritus.”**
 - Emeritus status means that there will no longer be volunteer committees or activities focused on this Sister City relationship.
 - The relationship will remain inactive until such time as both cities are able and willing to sustain an active relationship.

Terminating the relationship

- Relationships can be terminated by BSC, Inc. with Mayor’s approval, by Baltimore’s mayor; or by the top governing official in the partnering Sister City.
- A formal letter should be sent by the initiator to the corresponding sister city. (SCI Dormant Toolkit provides a template that can be used.)
 - If Baltimore is the initiator, the letter should state the reason(s) for terminating.
- A copy of the letter should be sent to the Baltimore sister committee representative, if there is one. BSC, Inc. should get a copy of this letter.
- Notification shall be by certified mail, return receipt requested. If address unknown, other contact methods can be used.
- SCI should be notified in writing by Baltimore’s mayor or by the top governing official in the Sister City that the relationship is terminated
- Relationships do not need to be placed into Emeritus status before terminating.

5. PROCEDURE FOR REACTIVATING (OR REMAINING ACTIVE)

- In order for an inactive committee to request reinstatement, a letter of request must be sent to BSC, Inc. and Mayor’s Office. It is recommended to include a statement of support from the partner Sister City (government or citizen association).
- The initiator must submit a strategic plan that includes programs for the upcoming year and a recruitment plan for Baltimore committee members to BSC, Inc..
- If the corresponding city has been appropriately informed of the deactivation, a formal letter should be sent by the initiator to the corresponding sister city to signal their intent.
- SCI should be notified in writing by the Office of the Mayor or by the top governing official in the Sister City that the relationship has been reactivated, if applicable.
- The committee can begin meeting again only when they have a minimum of fifteen (15) members who wish to become involved.
- The committee will remain under review until they have nine (9) regular meetings with a minimum of nine (9) people attending each meeting.

- Both BSC, Inc. and Mayor's Office must approve the reinstatement application and should decide if the relationship should be "Friendship City" or "Sister City."
 - If BSC, Inc. does not respond within 60 days, the Mayor's Office will make the decision based on the information it has received.