

Annual Report 2019

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# A Message from the 2019 Chairman

It is an honor to serve as the 2019 chair of the Board of Directors for the Baltimore Metropolitan Council (BMC), an organization that, for over 26 years, has connected how we travel, work and live.

The residents of greater Baltimore lead regional lives. We cross county boundaries regularly for work, school, shopping, services and entertainment. BMC helps to support these travel patterns through thoughtful transportation planning. Further, its commitment to regional collaboration is essential to the interconnected systems that benefit the entire region.

BMC works collaboratively with the chief elected officials from its seven member counties to improve our quality of life and economic vitality. Through BMC, we share insights, ideas and solutions that strengthen housing opportunities, address workforce demands and save taxpayer dollars. This partnership benefits every county and every resident, no matter where they call home.

Baltimore City is the heart of our region, and when it comes to attracting businesses and families, we rely on relationships with our county partners to make this an attractive region for all. We are proud of BMC's steadfast commitment to enhancing the ties between governments in our region as well as building new connections between the many stakeholders that enrich our region, from private sector leaders to charitable organizations and everyday citizens. Looking forward, I am pleased to lead this year's Chesapeake Connect delegation trip, a program that provides a forum for regional leaders from many different sectors to learn best practices from a peer region. Our October trip to Nashville, TN will examine the strengths and struggles of the eighth fastest-growing city in the country. We will consider how government, business and non-profits collaborate to attract employers and workers as well as the strains rapid growth has placed upon housing, transportation and essential services. From this experience we hope to bring home strategies that we can leverage to make our region even stronger.

As we look back on a productive FY2019, we also look forward to opportunities for collaboration in FY2020. I am confident that the ongoing partnership with BMC and my fellow board members will continue to deliver results that help our region thrive.

Sincerely,

Bernard C. "Jack" Young Mayor of Baltimore





# A Letter from the Executive Director

From development of a long-range transportation plan to exploring New Orleans, Fiscal Year 2019 was brimming with regional collaboration. Our staff continues to deliver initiatives that promote thoughtful planning through the exchange of ideas and by fostering stronger relationships among our members and stakeholders.

Just recently, we completed *Maximize2045: a Long Range Transportation Plan.* This document includes over \$12 billion in transportation projects the region expects to implement from 2024–2045. It also details \$65 billion in planned investment overall, with \$53 billion allocated for operations and preservation of transportation systems in the region. This plan represents two years of work on the part of BMC staff and the Baltimore Regional Transportation Board (BRTB), and reflects substantial input from members of the public.

In November, we hosted our second annual Chesapeake Connect regional delegation trip. The 2018 destination was New Orleans, LA. Chesapeake Connect is a three-day leadership visit that explores the successes and struggles of a peer region. Participants came from across the Baltimore metropolitan area and included leaders from the public, private, and non-profit sectors. The delegation learned about the Big Easy's recovery post-Hurricane Katrina and how the city has attempted to remain true to the history and culture that makes it such a sought-after tourist destination while addressing protracted challenges surrounding public safety, education, redevelopment and the environment. We look forward to delving into similar challenges and opportunities when we visit Nashville, TN with BMC Board Chair, Mayor Young this coming Fall.

The Baltimore Regional Cooperative Purchasing Committee (BRCPC) also continues to produce impressive results for our member jurisdictions. This fiscal year, participating government agencies saved an estimated \$10.36 million by leveraging their collective buying power to procure energy. The BRCPC also hosted its annual Meet the Primes event, which fosters relationships between minority businesses and prime contractors.

Access to affordable housing in the greater Baltimore region also remains a focus here at BMC. Our staff and housing stakeholders have worked together this year to develop the Regional Analysis of Fair Housing Choice (AI) for greater Baltimore. When complete in early Fall, this plan will guide how federal housing funds are spent in the region including action steps for affirmatively furthering fair housing.

Our substantive planning and policy work was enhanced by opportunities to bring together groups for thoughtprovoking conversations. Among the events we hosted this year were forums on new mobility services, such as ride sharing and e-scooters, as well as the future of unmanned aerial vehicles—better known as "drones." We also continued our What's On Tap evening speaker series with Dr. Tiffany Manuel, an expert in messaging around affordable housing, and hosted the developers of Transit, a technology company that helps transit riders track bus and train timing.

I am very proud of the work produced this year in collaboration with our members and partners. Moreover, I look forward to continuing our efforts to advance the Baltimore region in 2020.

Sincerely,

Manhal B Kally

Mike Kelly Executive Director







## BALTIMORE METROPOLITAN COUNCIL





The Baltimore Regional Transportation Board is the Metropolitan Planning Organization (MPO) for the Baltimore region. The BRTB is responsible for making sure that any money spent on existing and future transportation projects and programs is based on a continuing, cooperative and comprehensive (3-C) planning process. All transportation projects and programs that receive federal funding in our region go through this planning process.

#### **Transportation Planning Process**

The BRTB produces three federally mandated transportation planning documents for projects requesting federal funding:

#### **Unified Planning Work** Program (UPWP)

The BRTB's budget and work program is known as the Unified Planning Work Program (UPWP) for transportation planning. It details projects, studies, and other activities to be completed by BRTB members and BMC staff. The BRTB unanimously voted to update the FY 2020 UPWP in April 2019.

The UPWP includes both local and region-wide activities. The BRTB develops this list of regional transportation

planning activities every two fiscal years, updating the budget during the alternate years. The FY 2020 UPWP is a full new two-year program and identifies several new tasks.

#### Transportation Improvement Program (TIP)

The TIP is the list of regional transportation projects requesting federal funding in the near term. The 2019-2022 TIP included more than \$3.66 billion in proposed federal, state and local money for maintaining, operating, and expanding highway, transit, bicycle and pedestrian networks during the next four years. The TIP is fiscally constrained.

The BRTB approved the 2020-2023 TIP on July 23, 2019.

#### **UPWP Budget** FY 2020



#### WHAT DOES THE TIP FUND IN FY 2020-2023?

All figures shown as percentages



Commuter Rail Operating assistance, support equipment, fleet improvement, preservation, rehabilitation of facilities, and new rail facilities;

Emissions Reduction Strategies Ridesharing, park and ride lots, bicycle/ pedestrian facilities, traffic engineering, fleet improvement, system expansions, ITS;

Environmental Safety Noise barriers, lighting, signs, wetland mitigation, scenic beautification, and reforestation;



Safetv Commuter Rail Enhancement

Miscellaneous

Highway Capacity New and widened roadways, bridges, and interchange ramps;

Highway Preservation Road resurfacing and reconstruction, bridge repair, and bridge inspections;

Transit New bus facilities, fleet improvement, operating assistance, support equipment, preservation, and rehabilitation.

#### Long-Range Transportation Plan (Maximize2045)

The long-range transportation plan is a fiscally constrained policy and vision document developed through collaboration of regional and state partners, which anticipates and budgets for regional transportation needs during the next 25 years. The Baltimore region's plan is known as *Maximize2045: A Performance-Based Transportation Plan.* The long-range plan is updated every four years. *Maximize2045* was adopted July 23, 2019 and:

- Establishes the region's transportation goals and performance measures, which will guide the region in planning and completing projects;
- Considers funding levels through 2045, and future trends and demographics;
- Includes \$65 billion in planned investment overall, with \$53 billion allocated for operations and preservation of transportation systems in the region.

The Baltimore Metropolitan Council invited public involvement through 8 open comment sessions in greater Baltimore, across 4 active social media accounts, an online comment form, and an option to mail in responses, all in an effort to gain input from the region, and to incorporate the feedback for the finalization of the plan.

As a result of these measures, BMC received comments from the public, reviewed and responded to each and adjusted the plan as necessary. On July 23, 2019, the BRTB board voted to approve *Maximize2045*.

#### Air Quality/Conformity

As a part of planning for the 2020–2023 TIP and Maximize2045: A Performance-Based Transportation Plan, staff undertakes a detailed air quality analysis of our planned projects to ensure conformity with the state plan to meet air quality standards, known as the State Implementation Plan (SIP).

The conformity results show that implementation of these projects will not worsen the region's air quality or delay the timely attainment of national air quality standards.









#### Central Maryland Regional Transit Plan

Passed in 2018 by the Maryland General Assembly, the "Maryland Metro/Transit Funding Act," called for the creation of a Central Maryland Regional Transit Plan (CMRTP). This plan will define public transportation goals for the Central Maryland region over the next 25 years.

The CMRTP is to be developed by the Maryland Department of Transportation Maryland Transit Administration (MDOT MTA), with input from the Central Maryland Regional Transit Commission and BMC.

The Commission is comprised of a representative from each of the BMC's member jurisdictions (excepting Carroll and Queen Anne's Counties), as well as business and transportation representatives. Beginning in March of 2019, BMC hosted the first two meetings of the Commission and MDOT MTA in the development of the CMRTP.

#### 5310 Grants

The Federal Section 5310 Grant Program provides formula funding to states to assist nonprofits in meeting the transportation needs of older adults and people with disabilities when the transportation service provided is unavailable, insufficient or inappropriate. MDOT MTA administers the 5310 program in most of Maryland and consults with the BRTB on program implementation and project selection in this region.

In 2019, 17 Baltimore region organizations submitted applications for the FY 2020–2021 Section 5310 program, including 15 applications for the Baltimore Urbanized Area (UZA) and two applications for the Bel Air– Aberdeen UZA.

BMC staff provided their recommendations for grant recipients to the BRTB. Important considerations included whether the submitted projects advanced the goals set forth in the Baltimore Region Coordinated Public Transit-Human Services Transportation Plan and whether the organization was able to secure local matching funds for the Federal grant. Key strategies in the Coordinated Plan include: (1) Maintaining a basic capital infrastructure (vehicles) to support the foundation of service already in place, and (2) Expanding the availability of accessible transportation services for individuals who may need greater assistance to travel.

The BRTB approved 15 applications for FY 2020–2021, with \$3,753,012 designated for Baltimore UZA organizations and \$289,031 designated for Bel Air–Aberdeen UZA organizations. MDOT MTA will ultimately award a





total of \$4,042,043 to support nonprofits serving older adults and people with disabilities in the Baltimore region.

### Locally Operated Transit Systems (LOTS) Study

The Baltimore region has an estimated population of three million people and generates approximately 116 million transit trips annually. Many trips require a rider to transfer either within the same system or to/from another operator. Seamless transfers throughout the region require coordination between local transit providers. To facilitate improved opportunities to transfer between systems, BMC hired a consultant to document locations where systems have bus stops or transfer centers in proximity to one another. We are now in the process of analyzing conditions at these locations to develop recommendations that increase efficiencies and reduce wait times for passengers. Ultimately, implementation of recommendations will rest with the transit agencies. Changes to multiple bus schedules and physical improvements will take time and financial resources.

#### **Data Books**

BMC is in the process of creating "transportation data books." The goal of this project is to develop one book for each member jurisdiction as well as a regional compendium. Each book will outline a set of common, basic socio-economic and transportation data. By providing a forum and







resources, the BMC facilitates thoughtful regional planning and vetting of challenges and opportunities. Such data will be useful in development of plans, programs and policies for member jurisdictions. These data books are intended to be frequently updated and improved.

#### **Household Travel Survey**

BMC, in conjunction with MDOT, conducted a 2018 Maryland Statewide Household Travel Survey to understand the travel behavior of residents.

The survey asked participating households to keep a record of all trips commuting to work or school, running errands, chauffeuring children to activities, and so on—for a 24-hour period. The survey provides a comprehensive look at travel patterns, and will contribute to updating BMC's travel demand model.

Survey results are also useful to BRTB member jurisdictions and agencies. These local and state partners frequently draw on the survey results to add context to local traffic studies, aid the development of transportation master plans, and support many other planning activities in their respective jurisdictions and areas of interest.



#### **Safety Campaign**

In 2017, 42.5 percent of Maryland's 557 vehicle crash fatalities occurred in the Baltimore region.

Maryland joined many other states and the American Association of State Highway and Transportation Officials (AASHTO) in adopting the Toward Zero Deaths (TZD) national vision in 2010. The state's TZD goal is to reduce vehiclerelated fatalities and injuries to half of the 2008 baseline by 2030.

In Fall 2018, through funding from the Maryland Highway Safety Office (MHSO), BMC hired a full-time safety planner to assist the Baltimore region's seven jurisdictions in developing, implementing and evaluating local strategic safety plans. These plans will feed into and support the development of the next statewide Strategic Highway Safety Plan (SHSP), which will provide direction to reduce traffic crashes, injuries and fatalities.

On June 3, 2019 BMC and its state and local partners announced the launch of its new, regional pedestrian and bicycle safety campaign for the Baltimore region: *LOOK ALIVE*, *featuring Signal Woman*.

LOOK ALIVE, is a campaign to raise awareness and educate drivers, pedestrians and bicyclists on how to be safe on our roads. The campaign is a collaboration between BMC, the



Maryland Department of Transportation Motor Vehicle Administration's (MDOT MVA) Highway Safety Office and State Highway Administration (MDOT SHA), Maryland Institute for Emergency Medical Services Systems and regional transportation and law enforcement officials from Baltimore City, and Baltimore, Anne Arundel, Howard, Harford, Carroll, and Queen Anne's counties.

LOOK ALIVE integrates several components, including television, outdoor, digital engagement, community outreach, and media relations to convey a message of safety and awareness. Education is coupled with high visibility enforcement waves, in which police put an added emphasis on enforcing traffic safety laws to protect people walking and biking in the greater Baltimore region.

#### **HIGHWAY SAFETY SUMMIT**

On April 17, 2019 BMC assisted the Maryland Department of Transportation Motor Vehicle Administration's Highway Safety Office (MHSO) in convening the annual Maryland Highway Safety Summit. This event brings together federal, state, and local partners to evaluate progress and identify best practices; it also serves as the official announcement of the previous year's total traffic fatalities by the Secretary of Transportation. The conference is structured around the state's Strategic Highway Safety Plan (SHSP) and its six emphasis areas (Aggressive Driving, Distracted Driving, Highway Infrastructure, Impaired Driving, Occupant Protection, and Pedestrians & Bicycles), as well as the four Es of safety (Engineering, Enforcement, Education, and EMS). The event included a session highlighting BMC's work within the region to develop local SHSPs.





#### **UAV Forum**

BMC hosted an Unmanned Aerial Systems (UAS) information exchange forum to address drone use by local government on December 4, 2018 in Columbia.

The event, supported by the Maryland State Geographic Information System Committee (MSGIC) and KCI Technologies, brought together over 150 people interested in learning more about using UAS to support public works and transportation functions. The attendees came from a wide range of institutions including local, state, and federal government, private companies, universities, and nonprofits.

Attendees heard from a number of organizations who are already using UAS in the field for crash reconstruction, storm water management, construction site monitoring, and bridge inspection.

#### **New Mobility Forum**

BMC hosted the New Mobility Forum on March 13, which included a keynote address from Derek Pankratz of Deloitte Consulting, LLC entitled *Forces of Change: The Future of Mobility.* Pankratz explained how forces are converging to change the way people and goods travel from point A to point B and how the resulting eco-system could have wide-reaching impacts that span a host of industries and players. The event also featured two panels, the first entitled *On the Ground—Implementing and Integrating New Mobility into your Community* moderated by the University of Maryland Smart Growth Center, with speakers from the District of Columbia Department of Transportation, Lime, Montgomery County Department of Transportation, and Spin. The second panel, *Improving Access, Affordability and Service with Automation & Mobility as a Service*, was moderated by the American Public Transportation Association (APTA), with speakers from the Transportation Research Board (TRB), Transit, LiForm Smart Mobility and Cubic Transportation systems.









#### **2019 Public Participation Plan**

The BRTB approved a new Public Participation Plan (PPP) in June, following a 45-day public comment period. The updated PPP includes a revised public comment policy for amendments to the TIP and long-range transportation plan. The new policy establishes a 30-day public review for all amendments that require a regional emissions analysis.







Amendments which do not require this analysis will be posted online for the public and presented to the Technical Committee for review and consideration prior to BRTB approval. In addition, the new PPP includes an updated interested parties list to meet current regulations and other minor changes to the text of the document.

#### **Equity Committee**

The Baltimore region is proactively working to create transportation initiatives that will provide all residents with affordable and reliable travel options. On Tuesday, November 27, 2018 the BRTB approved updates to the Public Advisory Committee (PAC)'s bylaws to formalize a Transportation Equity Subcommittee.

The subcommittee will review regional transportation plans and BRTB work products through the lens of transportation equity and environmental justice. The group also will research examples of how MPOs define and utilize performance measures on equity, while identifying transportation needs of vulnerable or traditionally underserved populations.

In addition, the BRTB approved the option for PAC members to attend a portion of meetings virtually. This effort aims to enhance geographic representation on the PAC, and allow those who face transportation challenges, illness or scheduling conflicts to participate.

#### Title VI

As the region's MPO, the BRTB must develop and maintain a Title VI program. Title VI requires that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from the participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity utilizing federal funds. In May, the BRTB adopted an update of the Title VI Plan, reaffirming its commitment to the principles of inclusion and nondiscrimination in its transportation planning work.

#### **Public Involvement**

BMC undertook an extensive public involvement campaign to inform residents of our region of the 2020–2023 TIP and Maximize2045. We hosted eight public meetings to promote the plans, one in each of our member jurisdictions and one online meeting that was recorded for future viewing. The comments received from the public informed the final adoption of these important documents.



More than 1,900 cyclists met up at 45 pit stop locations throughout the Baltimore region on May 17th for the 22nd annual Bike to Work Day. BMC serves as the regional coordinator for this annual event.

Bike to Work Day is a national campaign that celebrates bicycling as a healthy commuting option, while promoting public awareness of its safety and environmental factors. It occurs each year on the third Friday in May, which coincides with National Bike Month. Bike to Work Day helps raise awareness of the rules of the road for drivers, pedestrians and cyclists, and highlights the need to improve bicycle facilities to improve safety.

Bike to Work Day 2019 sponsors included: the Baltimore City Department of Transportation, Baltimore Bicycling Club, Clean Air Partners, Downtown Columbia Partnership, and the Regional Transportation Agency (RTA).











BMC led its second annual Chesapeake Connect regional delegation trip to New Orleans on November 28, 2018. Chesapeake Connect's goals are twofold. First, the program highlights the strengths, challenges and lessons of a peer metropolitan region. Second, the experience builds and strengthens relationships between a select group of civic-minded leaders from Baltimore City and its surrounding counties. For Baltimore, New Orleans offered many opportunities for comparison and learning. It's a model of rebranding and rebuilding 13 years into its recovery from the catastrophic effects of Hurricane Katrina.

Participants learned how strategic planning and bold vision are preparing the Big Easy to stand up to future water-related threats. We experienced a city that has thrived by embracing its identity as a cultural destination. We heard from education leaders about how the Crescent City has transitioned to a public charter school system. We also got the chance to meet then-Chief of Police Michael Harrison, who we are proud to say is now leading the fight to improve public safety here at home as Baltimore's new Commissioner.













Six local jurisdictions and five public housing authorities (PHAs) in the Baltimore area, have worked with BMC to update the 2012 Regional Analysis of Impediments to Fair Housing Choice (AI) this year.

This analysis is a federal housing requirement through the Fair Housing Act, which originally passed more than 50 years ago. The law requires the U.S. Department of Housing and Urban Development (HUD) to administer its programs in a way that affirmatively furthers the policies of the law, in addition to prohibiting discrimination based on race, color, religion, national origin, sex, disability, and family status. HUD then passes that requirement on to each jurisdiction that receives its federal funding.

BMC and the local agencies hired a consultant to help with the data analysis, outreach, and writing of the report. The process began in late 2018 and will conclude in September 2019. BMC and its partners have held multiple public meetings to gain insights from stakeholders. Local governments and PHAs will then incorporate action steps from the Al into their five-year plans for using federal housing funds that start July 1, 2020.





#### UAWG-BMC adding position

Baltimore is the core city of the federally designated Baltimore Urban Area Security Initiative (BUASI), which is comprised of Baltimore City, Annapolis, and Anne Arundel, Baltimore, Carroll, Harford, and Howard Counties. Representatives from each jurisdiction make up the Baltimore Urban Area Homeland Security Work Group (UAWG).

In March, the Baltimore Urban Area Security Initiative (BUASI) voted unanimously to dedicate funds to support a regional coordinator position at BMC. The regional coordinator

position will formalize the relationship to better connect BUASI's emergency preparedness planning to BMC's planning in transportation and other areas.

Funding for the position will come through a grant from the Maryland Emergency Management Agency (MEMA). Once hired, the regional coordinator will assist with and support a variety of emergency management related programs and projects around the region.

#### **READY? SET? GOOD! EMERGENCY PREPAREDNESS CAMPAIGN**

Extreme weather, pandemics, terrorist and cyber attacks happen every day around the world. If an emergency occurred, would your family be prepared?

"Ready? Set? Good!" is a call-to-action emergency preparedness campaign that encourages people to put aside a portable, battery-powered radio, flashlight and one gallon of water per person, per day to help get them through those first critical hours. The first 72 hours into an emergency situation are critical, because that generally is how long it takes to get basic services back up and running.

"Ready? Set? Good!" is a regional effort funded by the UASI, using a \$40,000 preparedness grant from the federal government. "Ready? Set? Good!" kicks off each



September as part of National Emergency Preparedness Month. The most recent campaign ran through May 2018, and featured television, radio and digital advertisements.

UASI encourages residents to use a checklist to prepare other items—blankets, non-perishable foods, pets, etc. beforehand; keep the checklist in their wallet or purse; and purchase items whenever they're at a store running other errands.

# **Cooperative Purchasing**

#### **Energy Savings**

BMC houses the Baltimore Regional Cooperative Purchasing Committee (BRCPC), which helps members leverage their collective buying power to achieve the most value for tax payer dollars.

BRCPC's most prominent program is its energy procurement. BRCPC procures energy for the City of Annapolis, Baltimore City, and Anne Arundel, Baltimore, Carroll, Harford and Howard Counties, as well as many of the regions public schools, community colleges and several other entities.

By managing procurement opportunities and sharing information and best practices, BRCPC also alleviates the administrative burden of the purchasing process.

Through the procurement partnership, BMC had an estimated cost avoidance of \$10.36 million in FY2019.

#### **Purchasing Training Event at BMC**

BRCPC hosts a procurement professional training each year during Purchasing Month contributing to the theme of "Helping Build Better Business and Government." This year's training focused on the procurement process from solicitation development and debriefing suppliers, to contract management. Our member supervisors of purchasing presented on best-in-class practices for each training session. Andrew Hime, Purchasing Agent at Anne Arundel County, shared tips for solicitation development and cautioned buyers to be specific, but inclusive when developing requests for proposals. Melanie Webster, Purchasing Manager at Baltimore County Public Schools shared important considerations before you make an award while Bobbie Wilkerson, Purchasing Manager at Harford County Public Schools discussed what to do after contract award. Dean Hof and Erin Sher, Purchasing Agents for Howard County and the City of Baltimore, respectively, shared their insights regarding the use of evaluation committees and evaluation processes. Their experience and insight contributed to a highly successful day of training. One of the many advantages of belonging to BRCPC is the knowledge transfer that makes this region a powerful customer in our supplier community.

#### **Meet the Primes**

On October 17, 2018 at the Maryland State Fairgrounds, BMC and Baltimore County hosted the tenth annual Meet the Primes networking event, which connects small and minorityowned businesses with prime contract bidders.

741 people attended, representing small and minority-owned businesses and over 478 exhibitors from government, public education and private companies were there to make connections.

BMC's Baltimore Regional Cooperative Purchasing Committee (BRCPC) uses this event to share information about contracting opportunities, how this region is interconnected, and the other services provided by BMC.















This year, BMC hosted two What's on Tap events. Packed rooms brought about discussion on important topics to our region.

In October, MDOT MTA spoke about its goal to resolve the frustration and panic of missing the bus though a smartphone application called Transit. The App will provide real-time transit information, simple trip planning, navigation, and ride-hailing to the public—all improvements to the transportation system to provide a better experience for commuters.

Passengers with smartphones can use the Transit app to view each MDOT MTA bus in real-time and have a greater choice in determining which bus to take and when to expect its arrival.

Over 70 people attended as MDOT MTA explained its budding partnership with Transit. The app uses step-by-step directions to aid in travel navigation along MDOT MTA modes. It tells the user when to leave for his or her stop from their current location, when to disembark the vehicle, and sends adjusted estimated times of arrival if there are delays.

In May, BMC hosted a What's on Tap featuring Dr. Tiffany Manuel, who shared insights on reshaping affordable housing messaging for optimal success and buy-in. Erin Karpewicz, Policy and Development Coordinator for Arundel Community Development Services and Co-Chair of the Regional Fair Housing Group, kicked off the evening with an introduction of Dr. Manuel.

An experienced researcher and strategist, Dr. Manuel explained the importance of framing appropriate messaging for different audiences to achieve better results. She discussed using shared aspirations, such as the success of children, to engage all communities in building the case for affordable housing. She also explained how the country missed an important moment to have a conversation about housing insecurity and affordability during the 2008 financial crisis and resulting recession.





**Bernard C. "Jack" Young** 2019 Chairman Baltimore City Mayor



Johnny Olszewski 2019 Vice Chair Baltimore County Executive



**Stephen Wantz** Carroll County Commissioner



Barry Glassman Harford County Executive



Calvin Ball Howard County Executive



**James J. Moran** Queen Anne's County Commissioner



**Steuart Pittman** Anne Arundel County Executive



William C. Ferguson Maryland State Senator



**Stephen W. Lafferty** Maryland State Delegate



**J. Thomas Sadowski** Gubernatorial Appointee

### Fiscal Year 2019 Financials\*



- Local dues (\$828,851)
  Other grants (\$66,950)
- **Other** (\$188,117)



Salaries and benefits (\$3,535,361)
 General expenses (\$1,506,562)
 Transfers (\$483,094)
 Consultants (\$1,658,640)
 Depreciation (\$9,900)

\*Pre-audit numbers



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