



Maryland

WE CHANGED
MARYLAND
FOR THE BETTER

2015-
2023



WE CHANGED MARYLAND FOR THE BETTER

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A MESSAGE FROM THE GOVERNOR



I'll never forget that snowy day when I stood on the steps of our historic state house in Annapolis to be inaugurated as the 62nd governor of Maryland. We'd just pulled off the biggest surprise upset victory in the nation. It was the biggest mandate for change in our state in 64 years, and we swept into Annapolis on a tidal wave of bipartisan support promising to bring fiscal responsibility and common sense to our state capital. Our entire mission was to change Maryland for the better, and we immediately got to work.

Together, we faced our fiscal challenges head-on, easing the tax burden for working families, small businesses, and retirees by \$4.7 billion, and paving the way for historic economic growth and record job creation.

We made historic investments in education eight years in a row to prepare our children for the opportunities of the future, and we provided our police, firefighters, and first responders with the support and resources they need to keep our communities safe.

We protected the health care coverage of Marylanders and provided lower insurance rates for the first time in a decade.

We provided record funding for Chesapeake Bay restoration efforts, Program Open Space, and other land preservation programs, and set bold goals to reduce greenhouse gas emissions.

We made generational investments in roads, bridges, and transit systems, launched transformative projects to relieve some of the worst traffic congestion in America, and we delivered historic funding to ensure universal high-speed internet access to everyone in every corner of the state.

This has been one of the most consequential periods in the history of our state, and I couldn't be more proud of all we accomplished. Together, we changed Maryland for the better, and I am forever grateful to the people of our great state for granting me the incredible honor of serving them as governor.

A handwritten signature in blue ink that reads "Larry Hogan". The signature is fluid and cursive.

THE GREATEST ECONOMIC TURNAROUND IN AMERICA



In the years before Governor Hogan took office, Maryland's economy was floundering. Forty-three consecutive tax hikes had taken \$10 billion from the pockets of struggling families, small businesses, and retirees. Maryland's unemployment rate had nearly doubled. Businesses, jobs, and taxpayers were fleeing the state in droves. Maryland had lost 8,000 businesses and 100,000 jobs, and the state's economy ranked 49th out of 50 states.

Under the governor's leadership, Maryland saw eight years of fiscal discipline and responsible budgetary actions, record job creation and economic growth. The state went from losing 100,000 jobs to gaining more than 118,000 jobs, Maryland's overall economic performance went from 49th to number six, and in 2021, CNBC named Maryland the nation's most improved state for business.

Restoring Fiscal Responsibility

On his first full day in office, Governor Hogan submitted the state's first balanced budget in a decade, which eliminated nearly all of the crushing \$5.1 billion structural deficit he inherited. Instead of raising taxes, cutting services, raiding special funds, or resorting to budgetary gimmicks, the governor held the line and brought fiscal responsibility to Annapolis.

Eight years later, Governor Hogan leaves office with a record \$5.5 billion in reserves, representing a more than \$10 billion swing in the state's fiscal fortunes.

Cutting Taxes, Tolls, and Fees

From day one of his administration, Governor Hogan set out to deliver relief to Maryland's beleaguered, long-suffering taxpayers. He pledged to repeal the Rain Tax mandate, and succeeded within his first 100 days in office. He cut tolls at every single facility in the state—the first time tolls had been cut in Maryland in 50 years. Governor Hogan also delivered much-needed tax relief to Maryland police officers, firefighters, correctional officers, and first responders, as well as for the state's military retirees.

In response to the unprecedented fiscal challenges created by the COVID-19 pandemic, Governor Hogan enacted the RELIEF Act of 2021 to provide \$1.45 billion in urgently needed tax relief and economic stimulus. The RELIEF Act provided a lifeline to small businesses and families across the state, including an expansion of the Earned Income Tax Credit, and helped usher in a nation-leading economic recovery.

In 2022, Governor Hogan followed up the RELIEF Act by enacting the single largest tax cut package in state history—another \$1.86 billion in relief, including the Retirement Tax Elimination Act to allow more seniors on a fixed income to remain in the state.

Overall, Governor Hogan successfully cut taxes, tolls, and fees eight years in a row by more than \$4.7 billion.



Open For Business

As Governor Hogan was taking the oath of office in 2015, Maryland's state highway signs were being changed to say "Welcome to Maryland, We're Open for Business." That wasn't just a catchy slogan—it was the driving mission for his entire administration.

After eight years of pro-jobs and pro-business policies, a study by the Council on State and Local Business Taxes found that Maryland businesses now pay the lowest share of state and local taxes in the nation, with business taxes accounting for 30.7% of total taxes collected in the state, compared with 44.3% for the national average.

With 138 of the nation's fastest growing private sector firms, Maryland now ranks 3rd in the nation for the number of Inc. 5000 companies as a percentage of total companies.

Maryland also ranks third in Science, Engineering & Technology businesses as a percent of all business establishments, and Maryland is in the top 10 states nationwide for businesses based on real GDP growth, average earnings per job, educational attainment, and venture capital deals per capita.

In 2015, only four Maryland companies were on the Fortune 500 list. Today, six Maryland companies made the list—a 50% increase. For the first time in a decade, three companies from the Greater Baltimore region were listed: T. Rowe Price, Sinclair Broadcasting, and McCormick.

The Greatest Economic Turnaround in America

Global Gateway

Over the course of the administration, Governor Hogan and Lieutenant Governor Boyd K. Rutherford led productive trade missions to South Korea, China, Japan, France, Israel, England, Canada, Belgium, Estonia, Australia, the United Arab Emirates, Germany, and Ireland.

Governor Hogan signed 15 new international trade and investment agreements with governments and organizations in Australia, Canada, France, Ireland, Israel, Japan, the Netherlands, South Korea, Estonia, and the United Kingdom. The administration's export initiatives resulted in foreign sales totaling over \$947 million.

Through these economic development missions, along with the efforts of the Maryland Department of Commerce, the state worked with nearly 4,000 foreign companies to promote new and expanded business opportunities in Maryland. These international trade efforts have already resulted in more than 200 site visits to Maryland and 82 major investments in the state by foreign corporations.

At the World Economic Forum in Switzerland, Governor Hogan also announced a \$2 million investment in the state's innovative Global Gateway Initiative. This first-in-the-nation program helps attract international businesses and ease their transition into the U.S. market by connecting them with local incubators and accelerators.



Marriott International, Inc., the world's leading hotel company, announced in October 2016 that it would open a new \$600 million headquarters in Bethesda and retain its 3,500 employees in the state. This was one of the largest retention projects in Maryland during the Hogan administration. In addition, in one of Governor Hogan's earliest economic development successes, McCormick agreed in 2015 to consolidate several buildings and retain its headquarters in Baltimore County.

More Jobs for Marylanders

Launched in 2017, Governor Hogan's innovative More Jobs for Marylanders tax credit program transformed and accelerated the growth of manufacturing in the state. The program provides tax incentives for manufacturing job creation, provides manufacturers incentives to invest in new equipment, and funds job training and apprenticeship programs to strengthen Maryland's workforce. In 2019, the program was expanded to non-manufacturers that locate or expand in the state's 149 Opportunity Zones.

As a result of the More Jobs for Marylanders program, the state added more than 3,000 family sustaining manufacturing jobs in the five-year period ending in December 2020—the 11th-best growth rate in the nation.

PROJECT RESTORE

In June 2021, Governor Hogan launched Project Restore, a transformative \$25 million initiative to help incentivize new business growth and create more jobs in downtowns and communities across the state.

Through Project Restore, the Maryland Department of Housing and Community Development provides financial incentives to businesses and developers that occupy and revitalize vacant retail and commercial space. More than 350 businesses statewide are already benefiting from this innovative program, and a second round of businesses were added in late 2022



On March 25, Governor Hogan toured downtown Leonardtown to tour local businesses. Three of the businesses he visited—Social Coffeehouse, Brügarten, and The Ice Cream Place—are recipients of funding from Project Restore, our \$25 million economic initiative to revitalize vacant retail and commercial space. Our administration is committed to providing small businesses with the tools they need to be successful and help them thrive in our state.

Transforming Tourism

Visitor spending rose from \$16.9 billion in 2015 to a record \$18.6 billion at the pre-pandemic peak, a growth rate of more than 10%. Tourism increased by 9.5 million visitors over the past decade, an increase of 30%. In 2019, visitors generated \$2.6 billion in state and local taxes—the equivalent of \$1,175 in tax savings for every Maryland household, an increase of 12.7%.

Governor Hogan established the Office of Outdoor Recreation to promote Maryland's outdoor economy, partner with outdoor recreation leaders throughout the nation, and serve as a voice for Maryland's outdoor industry and small businesses.

The Maryland State Arts Council's grantees produced close to \$1.2 billion in total economic activity, supporting 14,600 jobs and generating close to \$50 million in state and local taxes annually. Seven new Arts & Entertainment Districts were added, bringing the statewide total to 29.





**INVESTING IN
MARYLAND
WORKERS**

In the years before Governor Hogan took office, Maryland had lost 20% of its manufacturing base and nearly 30,000 manufacturing jobs. In the eight years that followed, the governor ushered in an economic resurgence in Maryland and the state's manufacturing sector had the 5th strongest increase in GDP in the nation—34% growth.

During the Hogan administration, the Maryland Department of Commerce provided incentives to support 4,790 business relocations or expansions. These incentives—in the form of loans, grants, and tax credits—created or retained an estimated 296,000 jobs, including more than 156,000 direct jobs.

Additionally, the Maryland Department of Commerce successfully competed for 160 facility relocation opportunities during the Hogan administration, representing at least 50 jobs each, and resulting in over 56,000 new and/or retained jobs.



Maryland's manufacturing output increased 1.2% in 2020 from the previous year, while U.S. manufacturing output fell 4.2%. In 2019, the average manufacturing employee earned 30% more than the average private sector worker in Maryland. Due to this proven track record of success, More Jobs for Marylanders was renewed by the legislature through 2024.

“Governor Hogan’s Legacy is extraordinary—real people have much better lives because of his impactful policies. One example is the More Jobs for Marylanders program, which created jobs at our factory in Baltimore City. Great paying, rich benefit career jobs. Our team has invested more in training and bringing on new talent, people that used to be unemployed now own cars and homes and can support their family. Now they are firmly in the middle class due to the governor’s leadership.”

—Drew Greenblatt, President, Marlin Steel Wire Products LLC, Baltimore



Investing in Maryland Workers

Helping Marylanders EARN

Recognizing the impact of skills training coupled with real job opportunities, Governor Hogan more than doubled the state's investment in the nationally recognized Employment Advancement Right Now (EARN) program, with targeted investments in cybersecurity and information technology, renewable energy, and through investments in Maryland's Opportunity Zones. EARN now has 62 strategic industry partnerships comprising over 1,000 employers and industry leaders.

Over the course of the Hogan administration, EARN has provided job training to more than 9,000 unemployed or underemployed Marylander, and 81% of them have obtained employment.

The return on investment for the EARN program has been impressive: for every dollar of state funding invested, EARN creates an additional \$16.78 in economic activity. The program is recognized as a national leader in forging public-private partnerships to train workers for the jobs of the future.

“ I was homeless, in and out of 10-15 different rehab centers, and did some jail time. I had hit rock bottom. [Today] I’m happier than I’ve ever been in my life — which wouldn’t have been possible without that first step from JARC. ”



- Rich Warfel, who was one of over 100 low income job seekers that the Maryland Department of Labor enrolled in Jane Addams Resource Corporation (JARC) Baltimore's Careers in Manufacturing vocational training program. After graduation, Mr. Warfel took advantage of financial coaching and expungement services, and is still employed with Danko Arlington.



Marcus participated in the inaugural EARN-funded pre-apprenticeship program led by the Finishing Trades Institute in 2015. He completed training and became a Registered Apprentice with the International Union of Painters and Allied Trades. Marcus progressed through the four-year program, earning progressive wage increases along the way.

Today, he is employed as an industrial/bridge painter earning close to \$65,000 annually.

Sector Job Growth

The focus of the Hogan administration was on growing the private sector, creating jobs, and turning the state's economy around, and the proof is in the numbers. Since 2015:

- Maryland's aerospace and defense employment grew by 14.5%, and the number of businesses grew by 16.7%;
- Agribusiness employment grew by 22.4%, and the number of businesses grew by 30.8%;
- Food manufacturing employment in Maryland grew at double the national rate; and
- Transportation and warehouse employment grew by 31.2%, adding over 22,800 jobs.



First In The Nation to Remove The Four-Year Degree Requirement for State Jobs

When Governor Hogan took office, he made it a top priority to build an unrivaled ecosystem of job creation and economic growth in Maryland, and to build lasting career pathways that put more people to work in good-paying jobs. In March of 2022, he launched a multi-pronged effort that made Maryland the first state in the nation to formally eliminate the four-year college degree requirement from thousands of state government jobs.

Spearheaded by the Maryland Department of Labor and the Maryland Department of Budget and Management, and in partnership with the nonprofit Opportunity@Work, the state began working with partners to recruit and market these roles to job seekers who are Skilled Through Alternative Routes, or STARs.

This program led to a 41 percent increase in non-four year degree hires for the State of Maryland.



Apprenticeships

In addition to being recognized as a national leader in workforce development and job training, Maryland also leads when it comes to registered apprenticeships. In fact, under Governor Hogan, the state grew apprenticeships more than any other administration in state history.

Total registered apprenticeships grew by 38.84%, and the number of youth apprentices enrolled in the governor's Apprenticeship Maryland Program grew by over 1,000%. The administration also modernized apprenticeship opportunities for Marylanders, expanding to 89 new occupations including cybersecurity, healthcare, and information technology.

By late 2022, over 12,000 apprentices—the highest ever in state history—were registered across Maryland's 182 active apprenticeship programs partnering with 3,879 employers.

Investing in Maryland Workers



Cyber Capital of America

As the home to several premier cyber-related federal agencies, including the NSA, U.S. Cyber Command, and the National Cybersecurity Center of Excellence, Maryland truly is the cyber capital of America.

In July of 2021, Governor Hogan convened senior officials from the White House, Congress, the NSA, and the FBI, as well as governors, academic leaders, and private sector experts, for an Annapolis Cybersecurity Summit. The focus was coordinated federal, state, and private sector efforts to prepare for and address cybersecurity threats.

At the close of the summit, Governor Hogan enacted a range of initiatives that demonstrate Maryland's continued commitment to strengthen its cyber ecosystem and protect critical infrastructure from cyberattacks, including:

- The creation of Maryland's first Chief Information Security Officer, first Chief Data Officer, first Chief Privacy Officer; and
- An innovative partnership with the University of Maryland, Baltimore County to establish a new Maryland Institute for Innovative Computing (MIIC).

The Governor also invested considerable resources to improve and modernize legacy IT systems that had deteriorated after years of neglect from previous administrations.





Empowering Small Business

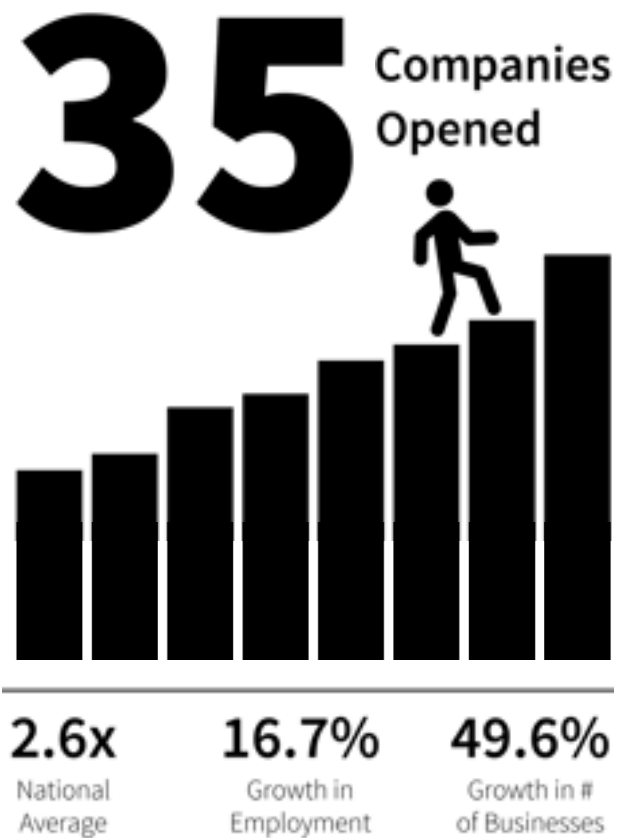
Small businesses are the backbone of Maryland's economy. According to the U.S. Small Business Administration, 99.5% of Maryland businesses are small businesses, which employ 1.2 million people—nearly half of all employees in the state.

Through the leadership of Lt. Governor Rutherford, Governor Hogan signed an executive order in 2021 to give small businesses a fair playing field when competing for state contracts. The executive order requires nearly all procurements between \$50,000 and \$500,000 to be set aside for the Small Business Reserve Program. Since the executive order was issued, Maryland has awarded more than 3,200 contracts totalling over \$268 million to small businesses.

Life Sciences Success

Maryland is proud of the hundreds of life sciences companies that call the state home, and which set the bar for biotechnology innovation and fuel the region's innovative economy. Since the start of Governor Hogan's administration in 2015, more than 35 life sciences companies opened or expanded facilities in Maryland. Life Sciences employment grew by 16.7%, and the number of businesses grew by 49.6%. Additionally, bio-manufacturing employment in Maryland grew at 2.6 times the national rate between 2015 and 2020.

LIFE SCIENCES SUCCESS





Leading During the 2015 Riots

In April of 2015, just 89 days after Governor Hogan took office, the world watched as the worst violence in 47 years sought to tear apart the very fabric of Baltimore City. Homes and businesses were burned, looted, and ransacked. Four hundred businesses were destroyed, and 170 police officers and firefighters were injured in just the first few hours.

The governor acted swiftly and decisively, declaring a state of emergency and moving all key operations to the city. He activated 4,000 members of the National Guard and called in an additional 1,000 police officers. It had a chilling effect on the rioters, and within hours, calm, peace, and law-and-order were restored.

As the smoke began to clear, Governor Hogan went to North and Penn and walked the streets of Sandtown. He hugged neighbors as they swept up the debris from their homes and small businesses, and he visited the injured police officers and firefighters to thank them for their bravery.

Governor Hogan is credited for decisive leadership and for his strong, rapid, and effective response to the riots in Baltimore City. As a result, he has often taught others around the country best practices and how to handle similar crises.



A photograph of a parade on a highway. In the foreground, a yellow vintage convertible car is driving, with a man in sunglasses waving. Behind it are other vintage cars in blue and red. A large American flag is being carried in the parade. The background shows a highway with a sign and green hills. A yellow diagonal graphic element is overlaid on the bottom left, and a red graphic element is in the top right corner.

**REBUILDING
MARYLAND'S
- AND AMERICA'S -
INFRASTRUCTURE**

When Governor Hogan took office, Maryland's roads and bridges were crumbling. Years of poor stewardship, including the raiding of Maryland's Transportation Trust Fund, had resulted in a culture of neglect plaguing major infrastructure assets across the state. The General Assembly even passed a 'road kill bill' to put politically-connected state bureaucrats in charge of deciding road and bridge infrastructure projects.

Governor Hogan launched an infrastructure renaissance by moving forward on priority projects in every jurisdiction; making record investments in roads, bridges, tunnels, transit systems, ports, and airports; fixing every structurally deficient bridge that the administration inherited; and resurfacing nearly all of the state highway system.

Under the governor's leadership, the state has advanced innovative and forward-thinking public-private partnerships to eliminate some of the worst traffic congestion in the country. Maryland's approach to infrastructure under the governor's leadership is one of the key reasons CNBC named it America's most improved state for business.

Repairing Crumbling Roads and Bridges

Under Governor Hogan's leadership and investment, the Maryland Department of Transportation (MDOT) successfully completed infrastructure investments in every corner of the state, including resurfacing or otherwise improving 100% of the nearly 18,000 lane miles of state roads. Moreover, MDOT addressed each



of the state's structurally deficient bridges over the Governor's term. When Governor Hogan took office, there were 69 structurally deficient bridges. As of July 2022, 65 of those bridges had already been addressed, and the remaining four bridges are under construction. Governor Hogan also pushed forward the long-stalled development of a new span across the Chesapeake Bay, along with several other notable bridge investments:

I-895 Bridge
\$237.5 million

Severn River Bridge Widening
\$22.8 million

Nice/Middleton Bridge
\$769 million

MD 331 Dover Bridge
\$65.4 million

Chesapeake Bay Bridge
Westbound Bay Bridge Deck Rehabilitation
This project was expedited to be completed one year ahead of schedule to minimize disruption to commuters and ran concurrently with the conversion to all-electronic tolling

Rebuilding Maryland's - and America's - Infrastructure

Transformative Public-Private Partnerships

Under Governor Hogan's stewardship, Maryland has become both a national and international leader in using innovative solutions to address pressing infrastructure concerns.

The Maryland Traffic Relief Plan

In 2017, Governor Hogan announced the Traffic Relief Plan to reduce traffic congestion, increase economic development, but most importantly, enhance safety and return quality of life to Maryland commuters. The Traffic Relief Plan incorporated many projects around the state by providing a "system of systems" for users, including improvements to highways and transit. The largest initiative in the Traffic Relief Plan included improvements to the I-495 and I-270 corridors to address congestion in Montgomery, Prince George's, and Frederick Counties.



The Purple Line

A major component of Governor Hogan's commitment to a balanced approach to expanding both roadway and transit opportunities and using innovative approaches to do so is the Purple Line. The largest P3 transit project in North America at the time of its inception, this 16.2-mile, 21-station light rail line will link Bethesda, Silver Spring, College Park, and New Carrollton. The Purple Line will also enable riders to move between the Maryland branches of the Red, Green, Yellow, and Orange lines of the Washington Metro without riding into central Washington, and between all three lines of the MARC commuter rail system. The Purple Line is on track to welcome its first riders in 2026.

Howard Street Tunnel

For decades, the Port of Baltimore's productivity was hamstrung by outdated infrastructure culminating in a bottleneck at the 126-year-old Howard Street Tunnel. Reconstruction of the tunnel to accommodate double-stack trains had been estimated to cost billions, with significant disruption to surrounding communities. With the Port booming, Governor Hogan brought all partners together to explore innovative solutions.

Under the governor's leadership, the railway owner and state transportation experts determined it was possible to provide double-stack clearance for significantly less money and minimal impact to communities utilizing advances in construction technology. The Hogan administration aggressively pursued and received a \$125 million federal INFRA grant and leveraged funding from other partners to shrink the state's contribution to less than half of the estimated \$466 million total cost—a fraction of past estimates.

The project, which is expected to generate 6,550 construction jobs and an additional 7,300 jobs from increased business at the Port, will also be able to accommodate double-stack rail cars to and from the Port. This will expand capacity, relieve a bottleneck for the entire East Coast, and lessen the reliance on trucks to carry cargo, which will in turn reduce fuel and emissions.



Revitalization and Revival

The former Bethlehem Steel mill on the 3,100-acre Sparrows Point property near Dundalk was once the largest in the world and has presented one of the most complex cleanup challenges in the state's history. With the help of the Maryland Department of the Environment, the state paved the way for the transformation of this property into Tradeport Atlantic and clean industries including Amazon, Under Armour, FedEx, and BMW, along with offshore wind manufacturing facilities.

From 2010-2020, Amazon projects across Maryland total more than \$9.5 billion in investments and account for more than 29,000 jobs, as of August 2021. The company, through more than 40 Amazon entities in the state, supports 31,000 small and medium-sized business sellers.



“Today we are continuing to cement that pro-jobs, pro-business environment and ensuring that Maryland will continue to be a prime location for economic growth, manufacturing, and innovation.”

– Governor Larry Hogan



Purple Line *Transit That Works!* **MDOT**
 METRO AREA DEPARTMENT OF TRANSPORTATION
 MICHIGAN TRANSIT AUTHORITY

2020 - NEW PURPLE LINE RAIL CARS BEGIN ARRIVING
 2021 - 2.1-MILE TRACK BEGINS TESTING NEW RAIL CARS

**RECORD
 INVESTMENT
 IN TRANSIT**

Under Governor Hogan, Maryland has seen record investments in transit, with funding surpassing any other administration in the history of the state. Through innovative thinking, increased accountability, and a data-driven approach, the administration has improved the efficiency, reliability, and accessibility of Maryland's transit system. Moving forward with some of Maryland's biggest priorities, Governor Hogan has initiated the state's most critical transit projects including - BaltimoreLink, the East-West Corridor Project, the Howard Street Tunnel Expansion project, the Purple Line, and increasing the accountability of the WMATA system. As an important part of Maryland's multi-modal system, these projects, in conjunction with the administration's record infrastructure investments, will have a transformative effect on the movement of people and goods through Maryland.

BaltimoreLink

In 2017, Governor Hogan announced \$135 million in targeted investments to transform and improve transit throughout the Baltimore metropolitan area. The multi-phase plan created an interconnected transit system known as BaltimoreLink, which includes redesigning the entire local and express bus systems throughout Baltimore City and adding 12 new high-frequency, color-coded bus routes that improve connections to jobs and other transit modes. This new route structure created a more efficient bus network that resulted in faster and more reliable access to transit, jobs, and services in the region. The introduction of BaltimoreLink has led to significant improvements to the on-time performance of the system, and through the integration of new technologies MDOT MTA has leveraged real-time data to deliver greater service for riders.

UPDATING TRANSIT FLEET

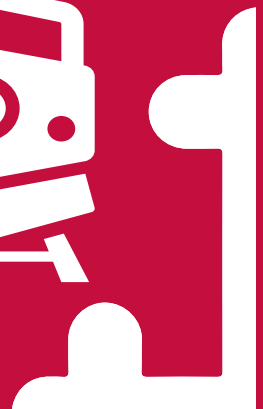
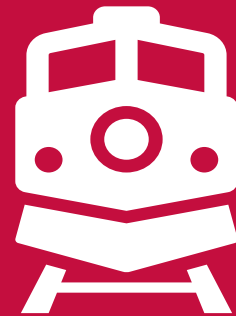
Complete the replacement of **350 BUSES (46% OF THE FLEET) IN 2023**

Receive delivery of the **FIRST BATTERY ELECTRIC BUSES IN 2023**

Complete the replacement of **78 METRO RAIL CARS IN 2024**

Complete the overhaul of **53 LIGHT RAIL VEHICLES IN 2023**

Complete the overhaul of **6 MARC LOCOMOTIVES & 63 COACHES BY 2023**



Record Investment in Transit

East-West Priority Corridor Project

Adopting an evidence based approach, the Hogan administration has initiated the East-West corridor project, utilizing a \$22 million USDOT RAISE Grant award to provide transit, pedestrian, and bicycle infrastructure improvements along a ten-mile stretch in Baltimore City connecting communities and job centers.

Renovated Camden MARC Station

The \$7.2 million worth of renovations to the Camden Station included an expanded seated waiting area, restrooms, and new ticket vending machines, as well as service and informational displays. The addition of bike racks outside of the station provides a multi-modal experience for passengers.

Expanding Amtrak in Baltimore

Despite being the 8th busiest train station in the country, when Governor Hogan took office it had been 110 years since Baltimore's Penn Station opened and nearly 40 years since any kind of major renovation. The administration joined with local and federal partners and Amtrak leadership to launch a major redevelopment project that broke ground in 2021.

Additionally, the governor announced Maryland's commitment to work with the federal government and Amtrak to replace the 148-year-old B&P Tunnel in Baltimore City. The construction of the new tunnel is expected to generate 30,000 jobs in the region, maximize train capacity, and allow for express train service in under 30 minutes between Baltimore and Washington, D.C.





The WMATA Compact

With Metro facing urgent safety concerns and financial management challenges, jeopardizing tens of thousands of Marylanders who rely on the system for their daily commute, Governor Hogan worked with Virginia Governor Terry McAuliffe and Washington, D.C. Mayor Muriel Bowser in 2017 to establish a new safety oversight commission for the Washington Metropolitan Area Transit Authority (WMATA) and provide dedicated funding to allow Metro's SafeTrack program to move forward. Enacted by bipartisan emergency legislation in all three jurisdictions, the WMATA Compact created a safer and more sustainable path forward for Metro in the face of decades of mismanagement and federal inaction.





INTERNATIONAL HUB FOR TRANSPORTATION AND COMMERCE

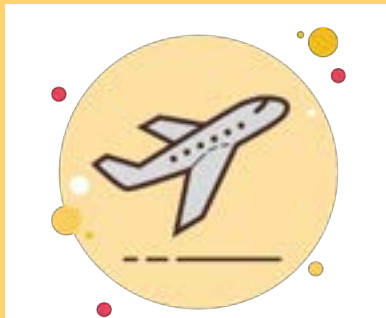
Throughout history, Maryland has been a key hub for national and international travel and commerce. The Baltimore region can boast that it has both one of the busiest ports and most-visited airports anywhere in the country. Governor Hogan has overseen significant and dramatic expansions at both the Port of Baltimore and Baltimore/Washington International Thurgood Marshall Airport (BWI) to keep them modern, competitive, and thriving.

Port of Baltimore

Completed dredging for a second, 50-foot deep container berth at the Seagirt Marine Terminal. This project was accomplished through our public-private partnership with Ports America Chesapeake, and will double the Port's capacity to serve the world's largest container ships. The result is more cargo, more jobs, and more tax revenue.



Baltimore/Washington International Airport (BWI)



Top North American Airport in its size

2020 Airport Service Quality (ASQ) Awards

Concourse E

\$60.3M, 70,000-square-foot expansion

Concourse A

5-gate extension enabling Concourse A/B Connector and Baggage Handling System



Opened Concourse D Art Gallery:

The construction of a new connector between Concourse D and the international Concourse E enabled the creation of the Concourse D art gallery featuring regional artists. Since 2016, First Lady Yumi Hogan has chaired the BWI Arts Committee and has helped to open several galleries across BWI Marshall Airport for Marylanders and tourists to enjoy as they travel.

International Hub For Transportation and Commerce



NGA Chairman's Initiative

As NGA chairman, Governor Hogan launched a national, year-long initiative in July of 2019, which was focused on fixing America's crumbling infrastructure. The governor's initiative—Infrastructure: Foundation for Success—brought together thought leaders from government, business, and academia to work with the nation's governors to repair and modernize the nation's infrastructure in ways that would drive long-term economic growth and short-term recovery needs.

Annapolis Infrastructure Summit

In 2021, a long-stalled federal infrastructure bill was again on the ropes. Governor Hogan, a staunch advocate for more investment in critical infrastructure, convened a group of more than 25 Governors, U.S. Senators, and leaders of the U.S. House Problem Solvers Caucus in Annapolis to discuss ideas, initiatives, and proposals for a federal infrastructure and public investment package.

Participants held productive and substantive discussions of a range of proposals, including Governor Hogan's infrastructure initiative proposal, and the report of the Problem Solvers Caucus. Participants heard from experts and held discussions regarding the scope and size of any likely bipartisan infrastructure package, and potential funding and financing alternatives.



At the conclusion of the summit, participants urged federal infrastructure and public investment package discussions to be guided by the following principles:

- Developed and passed with the support of both Democrats and Republicans.
- Inclusive of physical and digital infrastructure.
- Inclusive of investments in existing physical assets that make our communities more livable, and enable us to more safely and efficiently move people, water, energy and goods across America.
- Inclusive of investments in new physical assets, broadband, and energy technologies to position America to create good jobs and out-innovate our competitors around the globe in the 21st century.

In November 2021, after Congress finally passed the federal infrastructure legislation and the President signed it into law, several of the key federal legislators involved in the successful bipartisan negotiations openly credited the Governor's Annapolis summit for developing the working framework of what became the federal Infrastructure Investment and Jobs Act of 2021.





**ENDING THE WAR
ON RURAL
MARYLAND**

Ending the War on Rural Maryland

During his first campaign in 2014, Governor Hogan pledged that, if elected, the war on Rural Maryland would end, and that communities that had been ignored and neglected would no longer be forgotten. He meant what he said, and the Hogan administration consistently proved that over his two terms in office.

Governor Hogan fully funded the Rural Maryland Council each year. He became the first governor in Maryland history to ever fund the Rural Maryland Prosperity Investment Fund, which provides critical grant opportunities that encourage vibrant economies and connected communities across Rural Maryland. The state's five tri-county councils consistently partnered with the Maryland Department of Commerce and other state agencies to elevate opportunities that were vital to rural prosperity. Under the governor's leadership, the state made record investments in infrastructure improvements, workforce development, and economic development in the state's rural jurisdictions. And when Rural Maryland was hit hard by the unprecedented challenges of the COVID-19 pandemic, Governor Hogan launched a comprehensive business relief program to direct critical relief to hard-pressed Marylanders and small businesses.

Governor Hogan promised that there would no longer be a disconnect between Annapolis and the rural areas of the state. For eight years, he lived up to that promise, working closely with partners across the state to deliver real solutions to the problems facing Rural Maryland.



Rural Job Growth

Throughout the Hogan administration, Maryland's rural areas experienced significant job growth. Just a few of many examples:

- Smithfield Foods, the world's largest pork processor and hog producer, opened a new distribution center in Cecil County that created 220 new jobs.
- Crystal Steel Fabricators opened a new manufacturing facility in Caroline County that created 126 new jobs.
- Choptank Transport, a trucking logistics company, expanded its Caroline County headquarters and added 130 jobs.
- Hitachi Rail, a global provider of rail solutions, established its new railcar manufacturing operations in Washington County, breaking ground on a \$70 million, 307,000 square-foot project to create 460 new full-time jobs and help sustain 1,300 jobs in the region.



Statewide Rural Broadband

Promising to make the largest investment in rural broadband expansion in Maryland history, Governor Hogan created the Office of Rural Broadband in 2017 to address digital equity and lack of internet connectivity in our rural communities and to expand the wireless infrastructure for Maryland's schools. In 2021, Governor Hogan announced a major legacy initiative: Connect Maryland, a \$300 million dollar plan to bring wireless internet access to every Marylander. By 2022, the total funding commitment to expand access rose to \$500 million to ensure universal broadband to everyone in every single corner of the state. These actions were backed by broad bipartisan support from the legislature.

Sustainable Phosphorus Management

Phosphorus and nutrient management is a critical imperative to restoring the health of the Chesapeake Bay. Recognizing that Bay restoration goals are best achieved by working with—not against—agriculture producers, Governor Hogan reversed his predecessor's hastily-adopted phosphorus management regulations that would have strangled Eastern Shore farmers and poultry growers. Instead, the governor brought all stakeholders, including agriculture industry leaders and environmentalists, together to develop a common-sense and scientifically-sound Phosphorus Management Tool (PMT). PMT was fully implemented in July 2021, achieving the dual goal of protecting Maryland farmers while making the Chesapeake Bay cleaner and more resilient.

Agricultural Preservation

When Governor Hogan took office, the Maryland Agricultural Land Preservation Foundation (MALPF) had been receiving only a portion of the designated share of the POS funding formula. Under Governor Hogan's leadership, full funding for MALPF was restored, protecting over 30,850 acres and investing over \$102 million in the Rural Legacy Program - more than both of the previous administrations.

Rural Maryland Economic Development Fund

To ensure that his administration's commitment to revitalizing rural Maryland will be maintained, Governor Hogan provided \$50 million in grant funds in 2022 to boost economic development activity, stimulate private sector investment, and grow jobs in the state's rural regions. Five rural regional councils, representing the Upper, Mid, and Lower Eastern Shore, Southern Maryland, and Western Maryland, are charged with developing plans to deploy this investment to create thousands of new jobs in rural communities.





REVITALIZING BALTIMORE CITY

Baltimore City is the beating heart of the state, and Governor Hogan focused on providing sustainable and accountable support to a city grappling with governance challenges. From demolishing the notorious Baltimore City jail, to restoring order and calm during the 2015 riots, to historic investments to unlock the city's economic development potential, the Hogan administration was a willing partner, working with city leaders toward a stable and revitalized Baltimore.

Project CORE

In partnership with the City of Baltimore, Governor Hogan launched Project CORE (Creating Opportunities for Renewal and Enterprise) program in 2016. The program works to remove abandoned and decaying vacant structures in Baltimore, while creating new opportunities for redevelopment. As of 2022, the program demolished and cleared more than 5,000 blighted structures, representing an investment of more than \$100 million in state funds and leveraging more than \$2 billion in private, philanthropic, and other public funds to revitalize Baltimore's communities.



Henrietta Lacks Park - Before/After



State Center Agency Relocations

From 2021 forward, the Maryland Department of General Services issued solicitations to move ten agencies housed at the outdated and inefficient State Center campus and Saratoga location into commercial lease office space in Baltimore's central business district. The Departments of Human Services, Assessment and Taxation, Health, Planning, Budget and Management, Aging, Labor, Information Technology, and the Comptroller's and Attorney General's Offices will all be relocating to State Center.

As the most ambitious relocation project ever undertaken by the department, this will relocate an estimated 3,300 state employees into modern, efficient, and safe workplaces for state employees. Additionally, the relocations into the downtown will assist Baltimore revitalize the downtown business community and reduce the existing 25% vacancy rate in downtown. The relocations will also clear the way for the City's future community use of the existing State Center site.

Community Capital Projects

Governor Hogan earned his reputation as Maryland's builder in chief by making bold and historic investments in capital projects across the state. Some of these flagship programs, such as the Built to Learn school construction fund, Program Open Space, the Maryland Cancer Moonshot Initiative and the massive expansion of transportation infrastructure projects are detailed in other sections of this report. In addition to these statewide initiatives, Governor Hogan's capital budgets, totaling over \$15 billion, included strategic investments in both public projects and public-private partnerships to enrich every corner of the state.



**Ocean City
Convention
Center**
\$22.5
MILLION



**Downtown
Salisbury
Transformation**
\$2.5
MILLION



**Downtown
Hagerstown
Revitalization**
\$7.5
MILLION



**Cumberland
Main Street
Initiative**
\$1.7
MILLION

Statewide Capital Construction

The Hogan administration invested over \$2 billion in new capital construction and major renovations during his eight years in office. Projects completed under this administration included construction of the new Catonsville District Court, restoration of the Enoch Pratt Library, construction of two new State Police Barracks, restoration of the historic Old Annapolis Post Office, major underground utility renovations for the State Capitol Complex, reconstruction of the Thurgood Marshall monument at Lawyers Mall, restoration of the historic State House dome, construction of six new Readiness Centers, and other projects throughout Maryland.

**Merriweather
Post Pavillion**
\$28
MILLION



**National
Aquarium and
Maryland Zoo**
\$60
MILLION



**The
Hippodrome**
\$11
MILLION



**MCA and
Boys & Girls Clubs
of Maryland**
\$23.5
MILLION



A photograph of Governor Larry Hogan speaking at a podium. He is wearing a dark suit, a white shirt, and a red and white striped tie. He has glasses and is looking slightly to the right of the camera. The background is a blurred indoor setting with a podium in front of him. The text is overlaid on the right side of the image.

Leading While Beating Cancer

In June of 2015, during his first year in office and just 60 days after the riots in Baltimore City, Governor Hogan was diagnosed with an aggressive Stage 3 non-Hodgkin's Lymphoma. Over the next five months, he underwent 30 days of 24-hour chemotherapy, multiple surgeries, spinal taps, scans, drug therapies, and other procedures.

On November 16, 2015, the governor announced that he was 100% cancer free and in complete remission, and on June 18, 2020, this was confirmed after his final, five-year anniversary PET scan.

Since waging his own fight, Governor Hogan has made it his mission to raise awareness for those battling cancer and support efforts to find a cure.

“On the day I found out I was cancer-free, I pledged that as long as I am governor and long after,

I will stand with all those who are fighting this terrible disease.

This is a watershed moment in the fight against cancer in our state and the region.”

-Governor Larry Hogan, March 30, 2022



BRINGING INNOVATION & ACCOUNTABILITY TO MARYLAND SCHOOLS

Bringing Innovation and Accountability to Maryland Schools

Governor Hogan's approach to education started with the proposition that the quality of a child's education should not depend on the zip code from where the child grows up.

In the years before the Hogan administration, previous governors and legislators played shell games with money from slot machines that were promised to go to education. Governor Hogan passed a widely popular constitutional amendment to create a "lock box" to safeguard funding for Maryland's schools. Thanks to Governor Hogan's lock box plan, lottery, and gaming activities added \$3.2 billion to the Education Trust Fund Contribution from 2015-2021.

Record Funding For K-12 Schools



\$722 million

increased investment in **Public Education** above and beyond the spending formulas set by the legislature

During his eight years in office, Governor Hogan has committed an all-time record of \$55 billion to K-12 education, adding \$722 million more for public schools above and beyond the spending formulas set by the legislature.

The Hogan administration has championed Science, Technology, Engineering and Mathematics (STEM) education and particularly with a focus of providing more opportunities for girls and women in STEM careers. This effort increases choices for Maryland families, and provides access to Career and Technical Education programming that pairs academic knowledge and technical skills to empower students for in-demand, high-skilled, and high-wages careers upon graduation from high school.

P-TECH (Pathways in Technology Early College High) Schools

In 2016, Governor Hogan launched P-TECH, an innovative program for students from all backgrounds that creates clear paths from high school to college, and then on to successful careers. In six years or less, students graduate with a high school diploma and at no-cost, two-year associate degree in a critical STEM field. Each P-TECH school includes partnerships among local high schools, colleges, and private sector sponsors such as Marriott International, Whiting-Turner Contracting, Stanley Black & Decker, Dataprise, MedStar Health, and Kaiser Permanente. After initially funding six schools, the governor championed bipartisan legislation to expand P-TECH in 2018. As of 2021, the program serves over 1,000 students in nine schools across Maryland.



JACOB WILSON

In May 2022, P-TECH graduate, Jacob Wilson received both his high school diploma from Mountain Ridge High School in Allegany County and Associate of Applied Science degree in Computer Technology with a concentration in Cybersecurity from Allegany College of Maryland.

During his four years in the P-TECH program, Jacob participated in hands-on information technology programs, a paid internship at IBM, and was able to access job opportunities in the IT profession upon graduation. Jacob plans to pursue a career in cybersecurity in the Air Force.

In addition to the P-TECH program, the Hogan administration supported the development and growth of numerous Career and Technical Education (CTE) programs, and saw a marked return on that investment. Since 2015, students enrolled in CTE programming increased by over 25,000, high school students that graduated as a CTE “completer” increased by 1,774, and 185 new CTE programs were launched. With expanded course offerings, apprenticeship opportunities, and emphasis on equitable access, Governor Hogan fueled Maryland’s future with high-impact CTE preparing the workforce of the 21st century.

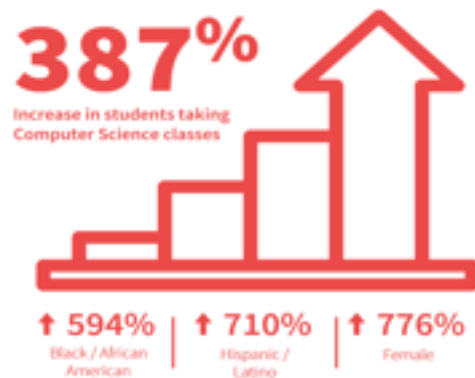
Safe Schools

Following a tragic school shooting at Great Mills High School in St. Mary’s County and other significant school attacks around the nation, Maryland enacted landmark common sense, bipartisan, school safety legislation. This legislation created the Maryland Center for School Safety and provided essential funding to both public and private schools to enhance school safety and security measures. Since 2019, the governor has provided nearly \$75 million to fund the Maryland Center for School Safety and to assist local governments in funding school resource officers. In addition, Governor Hogan provided \$70 million in capital construction funding for the School Safety Grant Program in order to build safer school buildings across the state. The Maryland Center for School Safety also partnered with law enforcement and mental health practitioners to focus on the physical and emotional well being of school students. In 2018, Governor Hogan launched Safe Schools Maryland, the first statewide tip line and mobile app designed to streamline reporting of possible threats to students and school facilities.

ACCESS Initiative

In 2017, Governor Hogan created the ACCESS (Achieving Computer Science Collaborations for Employing Students Statewide) Initiative, a comprehensive computer science education and workforce development plan. The initiative was designed to grow the sector of Maryland’s economy associated with computer science and information technology. The ACCESS Initiative led to state legislation requiring every high school in Maryland to offer at least one computer science course, created a partnership with Girls Who Code to expand computer science clubs in Maryland, and funded \$7 million for new education programs through the Maryland Center for Computing Education.

The ACCESS Initiative provided significant results: In 2020, Maryland ranked first in the nation in total students passing the Advanced Placement computer science principles exam. Even more importantly, as a clear validation of the governor’s efforts to increase diversity in STEM fields, more African American female high school students passed the AP CSA exam in Maryland than in any other state.



LINDSAY BLOCKER

was the student representative for Governor Hogan’s STEM education legislative task force for the 2018/2019 school year. She served as a voice for students across Maryland when she testified before the Maryland General Assembly, advocating for increased funding to provide computer science courses in all Maryland public schools. Lindsay is now a sophomore at Harvard University working towards a Bachelor of Arts in Computer Science. She is still involved with Girls Who Code and has recently joined Harvard’s Tech 4 Social Good’s engineering team, a club that works with organizations to increase their social impact through technology.

Bringing Innovation and Accountability to Maryland Schools



Because of my BOOST scholarship, I was given the amazing opportunity to attend and graduate from a private high school. My private high school opened doors of endless opportunities for me.

Without BOOST, my mom wouldn't have been able to afford to send me and my little sister to private school. I strongly believe that the guidance, supportive environment, and rigorous academics is what made me the successful young adult that I am today.

By the end of my senior year I was a totally different person; I knew what I wanted in life, involved in community service, received academic scholarships to multiple colleges, and felt prepared to conquer the world.

I am currently a freshman at Morgan State University as a nursing major. I plan on going to medical school to become an anesthesiologist. My success that I have now wouldn't be possible without the funding that I received from my BOOST scholarship to be able to attend McNamara. I hope that other low income students are given the opportunity to attend a private school just like I did with the financial support from BOOST.



RIYAN JONES

is a past recipient of the BOOST scholarship and proud Class of 2021 graduate of Bishop McNamara High School in Forestville, Maryland.



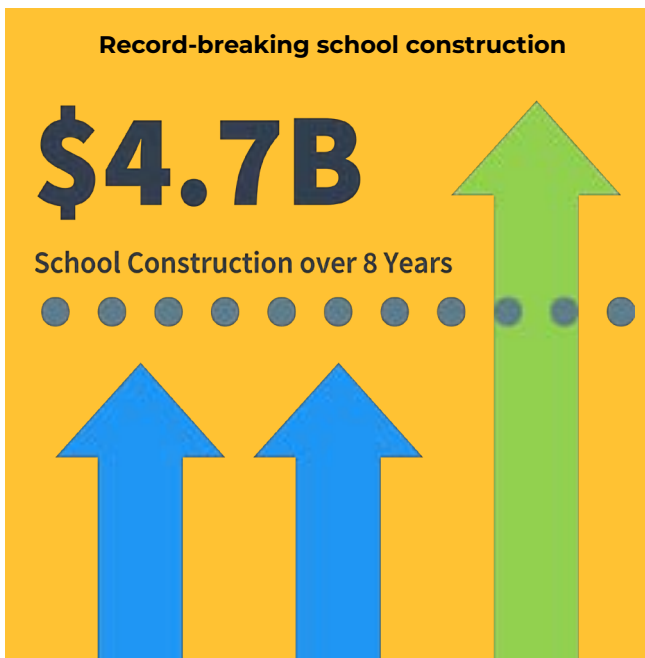
BOOST Scholarships

Frustrated with the number of students stuck in failing schools, particularly in Baltimore City, Governor Hogan was determined to provide struggling students and families with greater school choices. In 2017, Governor Hogan enacted the BOOST (Broadening Options & Opportunities for Students Today) Scholarship

Program to give K-12 students from lower-income Maryland families an opportunity to find the best educational fit for their needs through scholarships for their children to attend a nonpublic school of their choice. For the first time in Maryland history, the BOOST program put more options within reach for those Maryland families most in need. Over 15,000 BOOST scholarships have been awarded since the program was created. During the 2021-2022 school year there have been 3,268 BOOST recipients, with 100% of recipients being free and reduced meal eligible. The majority of student recipients (55.5%) were minorities, including 32% black and 15% Latino. BOOST scholarship recipients live in 21 of the 24 Maryland counties and Baltimore City, but the vast majority are low-income students from Maryland's four largest jurisdictions.

Building To Learn

No administration in Maryland history has done more to improve the physical condition of our public schools. Under Governor Hogan's leadership, Maryland provided a total of more than \$4.7 billion for school construction over eight years, including more than \$1.1 billion in funding in each of the last two fiscal years. Governor Hogan also played a pivotal role in the passage of the 2020 billion Built to Learn school construction initiative, which added \$2.2 billion in additional school construction project funding for the coming years (2022-2026).



Making Higher Education More Affordable

Maryland's higher education system of excellence helps drive the state's economic growth. The governor invested significant operating and capital funds to sustain and expand research, and make college in Maryland more affordable for all. To that end, the governor increased operating funding for higher education by more than 53% during his Administration. The state now spends more than \$2 billion a year supporting the state's public four-year institutions. Funding for State's two-year community colleges is at record levels—exceeding \$370 million a year. The governor's capital budget included funding of more than \$700 million in FY 2023 to expand and improve infrastructure across the entirety of higher education.

The University System of Maryland's impact was strengthened with Governor Hogan's 3-year, \$33 million Workforce Development Initiative. This expansive partnership with the University System of Maryland involves every campus, and all three education centers, and will ultimately produce 3,000 additional new degrees and other credentials every year in cybersecurity, health care, engineering, and other emerging fields.

Governor Hogan has also maintained a steadfast commitment to making sure that public higher education in Maryland remains affordable. For the last seven years, the governor's budgets limited tuition growth at public four-year institutions to 3% or less; In many of those years tuition growth was frozen or 2%. Since Governor Hogan took office in 2015, the Maryland Higher Education Commission has assisted more than 310,000 students to begin or continue their higher education goals. In FY 2023, Governor Hogan budgeted 22 scholarship programs with funding of \$168 million -- reflecting a 60% increase in annual scholarship funding since 2015.





Investing In Historically Black Colleges and Universities

After inheriting a decade-old lawsuit, which sought to correct decades of neglect and address chronic systemic deficiencies in Maryland's Historically Black Colleges & Universities (HBCUs) the Hogan administration spent years working toward a fair and equitable resolution, culminating in a landmark, bipartisan agreement.

Alongside Lt. Governor Boyd Rutherford, Maryland General Assembly leaders and HBCU presidents, Governor Hogan signed the agreement guaranteeing \$577 million in new funding and programs for Morgan State University, Coppin State University, Bowie State University, and the University of Maryland Eastern Shore in 2021. This commitment built upon the historic \$2.2 billion in support for HBCUs the governor provided in his first seven budgets and will have a transformative effect on these institutions for decades to come.

Promise Scholarships

Since taking office, the Hogan administration worked to increase access to quality, affordable higher education for Maryland students. To increase access, the Governor enacted and provided over \$39 million in funding for the Maryland Promise scholarship program. The Maryland Promise scholarship program, which began during the 2019-2020 academic year, provides students with up to \$5,000 per year in scholarships to cover the cost of community college tuition at any of Maryland's 16 community colleges.



Caring for Maryland's Animals

Since 2015, the Spay and Neuter Grants Program collected \$6.8 million to decrease intakes and euthanasia in animal shelters across the state. This funded over 200 grant projects providing spay and neuter services to pet cats and dogs of low income families, and of feral cats. To date, the program funded the spaying and neutering of over 84,000 dogs and cats. The Governor also enacted the ban on cruel "puppy mills" in Maryland, and also enacted the law banning the declawing of cats.

Ever the animal lover, Governor Hogan and the First Lady adopted two rescue dogs from Baltimore City's BARCS shelter: a mother shih tzu named Anna, short for "Annapolis," and a puppy named Chessie, short for "Chesapeake."





HOLDING VIOLENT CRIMINALS ACCOUNTABLE

Governor Hogan made addressing violent crime a top priority of his administration, working to provide law enforcement with the tools it needs to protect communities and hold violent offenders accountable.

Re-Fund The Police

In 2020, when the ‘defund the police’ movement started gaining momentum, the governor was one of the first leaders in America to speak out loudly against it. “Trying to reduce crime by defunding the police is dangerous, radical, far-left lunacy,” he said.

Instead, the governor implemented a bold \$500 million Re-Fund The Police initiative to invest in law enforcement, crime control, and victim services. The highlights of this initiative—which has become a model for the rest of the nation—include:

- \$220 million for historic salary increases and bonuses for law enforcement officers to help ensure more competitive compensation and to help with recruitment and retention, as well as police scholarship programs.
- \$137 million for a 50% increase in state police aid to local jurisdictions statewide.
- \$50 million for major capital improvements for Maryland State Police barracks and a new tactical services building for the Special Operations Division.
- \$37 million to fully fund victim services providers.
- \$30 million in Neighborhood Safety Grants to support hardware upgrades, lighting, cameras, and increased security services for community organizations, business districts, and main streets.
- A 100% state-funded match for all Crime Stoppers rewards that lead to arrests.
- \$24 million to create a new Accountability Resources Fund, which will be used to provide more body cameras, de-escalation training, and other critical tools for state and local police agencies.
- \$1 million for the Maryland Chiefs of Police Association and the Maryland Sheriffs Association to further expand operational training and support.

Beyond the Re-Fund initiative, GOCPYVS also distributed more than \$1 billion in comprehensive crime control funding around the state. Major programs funded through these investments include the Maryland Criminal Intelligence Network, Project Safe Neighborhood, Byrne Justice Assistance Grants, and State Aid for Police Protection.

The Hogan administration also raised entry salaries for Department of Public Safety and Correctional Services (DPSCS) correctional officers by over 20%, in addition to adding other hiring and referral incentives. DPSCS took aggressive steps to fill chronic vacancies in correctional office positions. Despite a significant number of scheduled correctional officer retirements, DPSCS’s actions produced a net gain of nearly 1,500 sworn correctional officers serving during 2017-2022.



National Model For Criminal Justice Reform

The bipartisan Justice Reinvestment Act (JRA), passed by the General Assembly and signed into law by Governor Hogan took effect in 2017. This Act represented the most comprehensive criminal justice reform in a generation. The JRA safely reduced Maryland’s non-violent prison population and used the savings for more effective treatment for offenders. From FY15 to FY22, the percentage of inmates serving sentences for JRA offenses within Division of Correction (DOC) custody dropped by 75%. Additionally, the DOC estimated that since its sentencing effective date, over 250,000 days of incarceration were avoided.

In addition, MDH was able to drastically reduce wait times for low level offenders for drug treatment beds and provided much needed treatment to help break the cycle of drug abuse.

Holding Violent Criminals Accountable



Just months after taking office in 2015, Governor Hogan shut down the Civil War-era Baltimore City Detention Center—what CBS News had called “the worst jail in the country”—due to rampant corruption and unsafe conditions, and ordered it demolished. Demolition was completed in 2021. The site will become home to the Baltimore Therapeutic Treatment Center—one of the administration’s largest capital projects. This innovative and specialized new facility will provide mental health and substance abuse treatment services and care to nonviolent offenders upon entry into the criminal justice system.

Reducing The Youth Detention Population

Reforms also reduced the number of youth in Department of Juvenile Service detention facilities by 46% since 2015. This significant reduction is due in part to reforms aimed at increasing evidence-based treatment options for at-risk youth. As a result, DJS is better able to focus its resources on higher-risk youth such as those charged as adults.

Reforms during the current administration—such as objective risk assessment tools and intentional efforts to divert lower risk youth to more appropriate services—reduced the number of youth committed to DJS by nearly 80%. This reduction allowed DJS to shift more resources to community programs that support Maryland youth and families.

The recidivism rate for DJS youth on probation during 2015-2021 declined to just 16.2%—a reduction of 21%. This measurement is based on youth who are either reconvicted or re-adjudicated for a new offense while under DJS supervision in the community. This decline reflects in part reforms that adjusted supervision levels in the community based on a youth’s risk level and other improvements.

Combating Hate Crimes

In the wake of the horrific and senseless mass shooting at the Tree of Life synagogue in Pittsburgh in 2018, a broad range of religious leaders asked the governor for help in protecting Maryland’s faith centers from violence. He responded by creating the innovative Protecting Against Hate Crime Grant Program that provided grant resources for additional security. Since 2018, the program funded over \$8 million in security grants to churches, synagogues, mosques, and other religious facilities throughout the state.

In 2021, amid a troubling national spate of anti-Asian hate crimes following the onset of the COVID-19 pandemic, the governor and the First Lady established an Asian American Hate Crimes Workgroup, led by former U.S. Attorney Robert K. Hur. After careful consideration and analysis, the workgroup developed strategies, recommendations, and actions to address the rise in violence, and issued a series of recommendations. In response, the administration took quick action to implement the proposals.



Investing In Maryland’s Youth

The Hogan administration invested over \$220 million in children and youth-serving organizations since 2015, including working to mitigate adverse childhood experiences. That included support for key partners like the Boys & Girls Clubs of Maryland, which provides healthy outlets for at-risk children and youth. In 2022, the governor announced a historic public-private partnership with the Boys & Girls Clubs to dramatically expand the renovation and construction of existing and much needed new clubs for children across the state.

In 2018, Governor Hogan implemented the Handle with Care program statewide, to increase trauma-informed approaches and to address adverse childhood experiences to prevent future victimization or criminality. Since its inception, the program has over 1000 participating schools and has assisted more than 5000 students statewide. More than \$86 million was awarded to programs to mitigate adverse childhood experiences. The State also trained more than 2,500 professionals for racial and ethnic disparities-related adverse childhood experiences sessions.



In 2021, Governor Hogan launched Project Bounce Back, a \$25 million investment to support youth recovery and the expansion of Boys and Girls Clubs statewide. The initiative was a great success in its first year, with the organization reporting a 47% increase in participation statewide.

Empowering Crime Victims

The Hogan administration understood that every crime harms individuals and damages communities. The administration worked to build a robust system that funded victim services at historic levels. Since 2015, the Governor’s Office of Crime Prevention, Youth, and Victim Services (GOCPYVS) has helped more than one million crime victims, and directed more than \$345 million to support crime victims.

Confronted with potentially devastating federal funding cuts to Maryland’s Victims of Crime Act Fund (VOCA), Governor Hogan ensured that crime victims received the support they deserved. In 2021, the governor directed \$20 million in emergency funding to ensure funding for victim services providers was not reduced due to the federal cuts. In 2022, the governor provided an additional \$35 million to the VOCA fund to ensure providers would not be impacted by the federal reductions. GOCPYVS also provided an additional \$3 million for domestic violence centers.

Combating Human Trafficking

GOCPYVS has coordinated extensive anti-human trafficking efforts across the state. These efforts include the coordination of state agency policies and protocols to combat human trafficking; delivering training to state and local law enforcement and government personnel; establishing and implementing data collection to capture the scope of human trafficking in Maryland; coordinating with resources and organizations in these efforts; and providing grant funding and program development for the anti-trafficking Regional Navigator Program.

Re-Fund the Police

Three-year, \$500 million investment in increased support for law enforcement, and for increased crime control and victims protection services across the state. Highlights include:

- \$220m** Salary Increases and Bonuses for Law Enforcement Officers
- 50%** Increase in State Police Aid to Local Jurisdictions
- \$50m** Major Capitol Improvement to Maryland State Police Barracks
- \$37m** To Fully Fund Victim Services Providers
- \$30m** Neighborhood Safety Grants
- 100%** State-funded Match for all Crime Stoppers rewards that lead to arrests
- \$24m** Accountability Resources Fund
- \$1m** Expand Operational Training and Support through Maryland Chiefs of Police Association and Maryland Sheriffs Association

ur neighborhood
geUP health car

A better state of care



**ACCESSIBLE
AND AFFORDABLE
HEALTHCARE**

From the start, Governor Hogan made it a priority to ensure every Marylander had access to high-quality and affordable healthcare. Amid spiking healthcare costs across the country, the Hogan administration worked in 2018 with a bipartisan coalition to establish one of the largest state reinsurance programs in the nation. The program averted massive increases in health insurance rates. After years of double-digit rate increases, this innovative reinsurance program was developed to reduce and stabilize rates in the individual market. Since the implementation of the State Reinsurance Program in 2019, premium individual rates decreased by an average of nearly 32%. This success also led to increased enrollment and renewed interest by carriers in participating in Maryland's insurance market.

The Maryland Model

Under Governor Hogan's leadership, MDH worked with the Health Services Cost Review Commission and the Health Benefit Exchange to successfully negotiate the Maryland Total Cost of Care Model with the federal government. It was the first state program of its kind in the nation. The Maryland Model controls the growth in health care costs while improving patient outcomes and quality of care through comprehensive coordination across the entire health care system. This innovative approach was made possible via a contract between the Centers for Medicare and Medicaid Services (CMS) and the State. The Maryland Model achieved more than \$586 million in savings through 2016 when compared to national spending, and the renegotiated model contract is expected to provide an additional \$300 million in savings per year by 2023—a total of \$1 billion in savings over the program's first five years.

State Health Facilities Master Plan

MDH unified all MDH healthcare facilities under one Hospital Administration, instead of the previous 11 separate entities. In 2017, MDH added over 120 psychiatric beds to increase total system capacity to approximately 950 beds, and added an additional 40 beds in 2021. MDH has been managing a 10-business day admissions cycle for individuals found incompetent to stand trial. The creation of a unified hospital administration has allowed for shared services, centralized admissions, and an effective budget and planning process, including MDH development of a five year capital budget plan for the FY24 budget cycle.

In 2017-2021, MDH planned and submitted the first Facilities Master Plan in over 20 years for its clinical facilities. In 2022, MDH implemented Phase 1 Projects - including transfer of Crownsville Hospital Center to Anne Arundel County, Spring Grove Hospital Center to University of Maryland, Baltimore County (approved at the May 11, 2022 Board of Public Works Meeting) and plan and start construction of the first of four regional crisis services centers.

Mental and Behavioral Health

In 2019, Governor Hogan created the Commission to Study Mental and Behavioral Health in Maryland. The commission, chaired by Lt. Governor Rutherford, studied how to reduce barriers and increase access to mental health services, the link between mental health issues and substance use disorders, and other topics. Based on their report, Governor Hogan implemented several of their policy regulations recommendations, and introduced supporting legislation.

Maryland was one of the first states to approve the Interstate Compact for Licensed Counselors and Therapists to reduce barriers to practicing across state lines in all compact states. Lt. Governor Rutherford worked with his fellow Lt. Governors across the nation to get the ten states to join the compact. Another Hogan administration recommendation implemented by the legislature and enacted by the Governor was the Preserve Telehealth Act of 2021, which made permanent the Governor's pandemic emergency order allowing access to mental and behavioral health services via telehealth.

Lt. Governor Rutherford's leadership led to legislation in 2021 establishing the Maryland Behavioral Health and Public Safety Center of Excellence. The center, when completed, will act as a statewide clearinghouse for behavioral health related treatment and diversion programs, increase treatment and reduce detention of those with behavioral health disorders in the judicial system, and provide technical support for localities to develop criminal justice behavioral health support systems.

Accessible and Affordable Healthcare

Maryland Cancer Moonshot Initiative

In 2022, Governor Hogan launched the Maryland Cancer Moonshot Initiative to expand and accelerate cancer detection, screening, prevention, treatment, and research in the state. The initiative committed \$216 million in initial investments to leverage the state's world-class public health facilities to expand early detection, screening, and patient education; advance state-of-the-art inpatient and outpatient care services; and support cutting-edge research of cures and treatments.

Investments to launch the Maryland Cancer Moonshot included:

- \$100 million for the expansion of the University of Maryland Medical System's Greenebaum Comprehensive Cancer Center in downtown Baltimore to provide state-of-the-art inpatient and outpatient cancer services for approximately 3,000 new patients annually;
- \$67 million to fully fund the construction of a first-of-its-kind comprehensive cancer center at the new University of Maryland Capital Region Medical Center in Prince George's County;
- \$25 million for the University of Maryland School of Medicine and Johns Hopkins University to accelerate cancer research projects;
- \$1 million to support expanding pediatric cancer research at the University of Maryland School of Medicine;
- \$20.5 million for the Maryland Stem Cell Research Fund (MSCRF) to catalyze investment in regenerative medicine projects to develop novel cures and groundbreaking treatments for prevalent cancers; and
- \$2.5 million for the BioHub Maryland Initiative to expand the state's life sciences and biotechnology research workforce, with a focus on talent development, upskilling opportunities, and outreach to students in underserved communities.

Yumi C.A.R.E.S.

Following Governor Hogan's cancer battle, First Lady Yumi Hogan became a vocal advocate for cancer awareness and devoted much of her time to visiting patients. Combining her love for art and caregiving, the First Lady founded Yumi C.A.R.E.S. (Children's Art for Recovery, Empowerment, and Strength), a nonprofit

that offers art therapy to help young patients with different health challenges emotionally and physically heal. Since its launch at the University of Maryland Children's Hospital in October of 2018, the Yumi C.A.R.E.S. art therapy program has helped give hope and comfort to countless patients and their families.



Fighting The Opioid Crisis

After repeatedly hearing about the impacts of the opioid crisis on families in every corner of the state repeatedly while campaigning in 2014, Governor Hogan took immediate action upon entering office in 2015 by creating the Heroin and Opioid Emergency Task Force and the Interagency Opioid Coordinating Council. Chaired by the Lt. Governor, the task force included public health and behavioral health professionals, law enforcement, and elected officials. It held six regional summits across Maryland, and developed 33 recommendations to aggressively combat the opioid crisis focusing on prevention, treatment, and enforcement. To implement those proposals, the Governor:

- Created the Opioid Operational Command Center as the statewide coordinating body to work across governmental silos and coordinate federal, state, and local resources.
- Enacted legislation which requires health care providers to prescribe the lowest effective dose of an opioid.
- Enacted the Distribution of Opioids Resulting in Death Act, which allows prosecutors to seek an additional 10 years imprisonment for drug dealers who knowingly sell deadly fentanyl.
- Provided over \$60 million in additional grants to communities and local governments to address the opioid crisis.
- Developed the Data-Informed Overdose Risk Mitigation (DORM) report linking individual-level overdose death records to public health and public safety data to better identify overdose risk factors. Using DORM data, the administration proposed and enacted the Statewide Targeted Overdose Prevention (STOP) Act of 2022 to make FDA-approved, life-saving overdose reversal drugs like naloxone readily and widely available to anyone.

Senior Call Check

The Department of Aging launched the Senior Call Check program in 2017 to keep older Marylanders safer while aging in their homes. The statewide program was the first of its kind in the nation, and is completely free to all seniors. The program prevents our older adults from languishing on the floor, unable to call for help, after a fall, heart attack, stroke, or other incident. It provides a daily, automated check-in call during a time window pre-selected by the participant. If the senior does not answer or respond within a period of time, help is dispatched to the home. The program already helped keep more than 2,200 Maryland seniors safer while they continue to live independently in their homes.



Combatting Homelessness

The Department of Housing and Community Development (DHCD) consolidated six State homelessness programs into a unified Homelessness Solutions Program, updating outdated statutes and regulations. Since 2016, DHCD financed over \$4.2 billion in mortgage loans for more than 18,500 first-time homebuyers, and provided over \$177 million in downpayment and closing cost assistance for more than 16,200 borrowers. DHCD awarded more than \$234 million in mortgage credit certificates, lowering the overall cost of mortgages through tax credits. More than 20,000 affordable rental housing units were also created or preserved statewide, leveraging \$2.2 billion in private capital. Combined, these efforts resulted in the reduction of overall homelessness by 24%.

Accessible and Affordable Healthcare

Expanding Affordable Housing

The Maryland Department of Housing and Community Development worked with its public and private partners to expand housing opportunities at unprecedented levels. It has helped finance more than 28,000 affordable multifamily units across the state, including 11,336 units for seniors and 1,978 units for people with disabilities. Additionally, the Maryland Partnership for Affordable Housing -- which is composed of DHCD, MDH and the Maryland Department of Disabilities -- provided affordable housing opportunities for people with disabilities who rely on Social Security and Social Security Disability payments as their sole source of income. The partnership produced a total of 360 units statewide, with another 100 units soon ready, and created opportunities for hundreds of households to access high-quality affordable housing in the communities of their choice.

Department of Housing and Community Development Program Milestones



More than
28,000
Affordable multifamily units financed and constructed

5,034
Units of blight eliminated in Baltimore (CORE)



20,634
Mortgages supported/issued

\$24+m
Student Debt Canceled thru Smart Buy



194
Businesses supported with NBW loans

COVID Recovery

\$68,000,000

Broadband Investments



1,098

Nonprofits Saved



41

Main Streets Saved (NR)



32

Tourism Nonprofits Saved (NR)



155

Entertainment Venues Saved (NR)



352

Vacant Storefronts Brought Back to Life (Project Restore)



\$1,769,733,683

Investment in Opportunity Zones





ENVIRONMENTAL STEWARDSHIP

Environmental Stewardship

Governor Hogan's commitment to environmental stewardship saw Maryland ranked as the top state in the nation for reducing greenhouse gas (GHG) emissions while simultaneously growing the economy. The state's 2030 Greenhouse Gas Reduction Act Plan set a new, accelerated goal of 50% reductions by 2030, and a longer-term goal of net-zero GHG emissions by 2045.

Governor Hogan was also the first governor in America to sign into law a statewide ban on hydraulic fracturing, or "fracking," in 2017, and was one of the first to implement regulations to phase out super-polluting greenhouse gas hydrofluorocarbons and reduce methane emissions.

A report issued by the Maryland Department of the Environment in October 2022 showed that Maryland is on track for meeting its 2030 GHG targets and has more than achieved its statewide reduction goal for 2020, with statewide emissions falling 30% below the 2006 baseline.

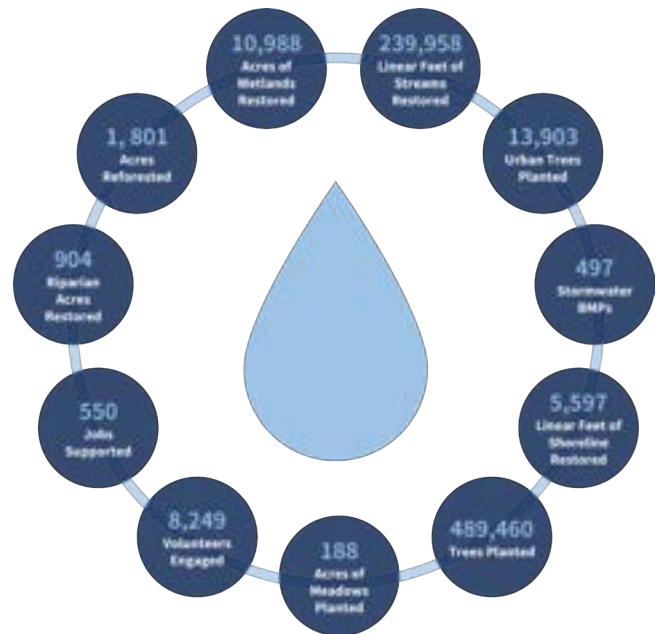
ICE BREAKER

For the first time in 30 years, DNR will replace the 78-year-old J. Millard Tawes ice breaker/buoy tender vessel, which was obtained in 1972. This 100-foot vessel is operated by DNR's Hydrographic Operations Division and is used to place navigational, hazard and regulation buoys in state waters. It is also used to remove hazards to navigation and engage in ice breaking to clear boating channels, harbors and commercial waterfront facilities to keep the boating public safe as mandated by Maryland Code, Natural Resources § 8-703. The new vessel will measure 90' x 27' x 10' and will have a steel hull, an aluminum deckhouse and Cummins engines.



The Cleanest Chesapeake Bay In Recorded History

Governor Hogan fully funded the Chesapeake and Atlantic Coastal Bays Trust Fund at a record level of \$344.4 million. The Trust Fund is one of the primary tools to clean the Chesapeake Bay and its rivers and tributaries by reducing nonpoint source pollution by investing in the most effective and efficient restoration projects. In total, Governor Hogan made a total investment of over \$8 billion in Chesapeake Bay restoration efforts, a historic level.



These efforts resulted in the Chesapeake Bay being restored to the cleanest water quality levels in recorded history. In recognition of Governor Hogan's commitment to the Chesapeake Bay, the Chesapeake Conservancy bestowed their prestigious "Champion of the Chesapeake" award on the Governor in 2017.

Clean Water Commerce Act

Governor Hogan led successful initiatives to increase market-based solutions and funding partnerships, such as nutrient credit trading, and wetland mitigation banking. The Governor's innovative Clean Water Commerce Act was instrumental in delivering nutrient reductions to help the state meet its 2025 Chesapeake Bay Restoration goals. A total of 64 of 67 sewage plants now have enhanced nutrient removal technology, as well as ongoing operation and management grants. The Governor chaired the six-state/federal Chesapeake Bay Executive Council for three years during a challenging time of federal hostility to bipartisan, science-based leadership.

Holding Upstream Polluters Accountable

In an effort to hold upstream polluters accountable for the pollution they send into the Susquehanna River and Chesapeake Bay, Governor Hogan directed the Maryland Attorney General to sue the U.S. Environmental Protection Agency (EPA). This legal effort—which continues to work its way through the courts—was part of a multifaceted approach to fight the pollution that flows into Maryland from New York and Pennsylvania, and through the Conowingo Dam. Along with the EPA lawsuit, Governor Hogan championed a pilot environmental dredging project behind the Conowingo Dam, as well as the creation of a Conowingo Watershed Implementation Plan to bring both federal and state resources together to improve the problems.

Conowingo Dam

The Hogan administration entered into a landmark agreement with energy provider Exelon that requires Exelon to invest more than \$200 million in environmental projects and operational enhancements to improve water quality in the Lower Susquehanna River and Chesapeake Bay. The Maryland Department of the Environment (MDE) issued a water quality certification with conditions, which will produce a more natural river flow with improved fish habitat and water quality.

Also at Governor Hogan's direction, MDE and Maryland Environmental Service pushed forward with an innovative pilot program to dredge behind the dam

with an aim to establish the potential beneficial reuse of dredged materials—a potential game-changer for the health of the Susquehanna River and broader Chesapeake Bay.

Program Open Space

Most Marylanders live within 15 minutes of an open space or recreational area funded by Program Open Space, the state's landmark land conservation, preservation and recreation program that preserves natural areas for the public. For decades, past administrations and the General Assembly alike raided more than \$1 billion from the POS program to fund other priorities. The Hogan administration ended these devastating raids, and created a repayment plan restoring the funding to this nationally-recognized environmental program, earning praise from advocates like the League of Conservation Voters, who stated that the governor has “demonstrated a clear commitment to the value of protecting and enhancing open space.”

Since Governor Hogan took office in 2015, POS has permanently protected an additional 72,086 acres of open space, recreation and conservation lands. Partners for Open Space—a statewide coalition of environmental, agricultural, recreation, and historic preservation organizations—presented the Governor with their first-ever Open Space Executive Award in 2022 for his work preserving Maryland's natural treasures.





Promoting Maryland State Parks

Lt. Governor Rutherford made it his mission to visit every Maryland State Park during his term in office. Starting in 2018, he visited all 75 state parks and completed his trek in autumn 2022. These visits increased the public's awareness of Maryland's natural beauty and encouraged outdoor recreation with thousands of people following his journey on his website and social media. The Lt. Governor's visits also highlighted Maryland's historical legacy with particular interest in the pre-Civil War era. He led the effort to provide state funding for the completion of the project to restore a dwelling on land where Sydney Still had escaped enslavement in 1806. Still was an enslaved woman in Caroline County, who made the heartbreaking decision to escape slavery with her two daughters, leaving her two sons behind, who were immediately sold to plantations in the deep south. The "William Still Family Interpretive Center and Historic Site" opened in 2022.

The Lt. Governor was also instrumental in the state's \$4.8 million purchase of the historic Carr's Beach property, in partnership with the City of Annapolis. Historic Carr's Beach was a popular resort on the Chesapeake Bay that served Black customers for many decades in the mid-1900s when racial segregation laws prohibited Blacks from using other beaches. The acquisition will preserve the legacy of Carr's Beach and provide additional open space and water access for future generations.





Clean Cars Act

Governor Hogan ensured that Maryland remains a leader in Zero-Emission Vehicles (ZEV) by introducing and enacting a series of Clean Cars Act legislation in 2017, 2019 and 2020. He was also a signatory to the Medium-Duty and Heavy-Duty Zero Emission Vehicle Memorandum of Understanding establishing a target of 100% of all new medium and heavy-duty vehicles sales being ZEV by 2050. Collectively, Maryland agencies deployed over \$20 million in state investments via tax credits and rebates to stimulate investment in electric and alternative fuel vehicles, and in the infrastructure to support them.

Regional Transformative Partnership for Offshore Wind

Maryland, Virginia and North Carolina developed a partnership, via the SMART-POWER Memorandum of Understanding, to leverage each state's collective assets to engage the offshore wind supply chain. This partnership supports approximately 86,000 jobs, \$57 billion in investment, and \$25 billion in economic output for the three states. This regional effort cooperatively advances the deployment of offshore wind projects by reducing bureaucratic burdens; promoting qualified workforce, research universities, and training programs; and sharing information and best practices to advance this mission.





HONORING MARYLAND'S VETERANS

Throughout his time in office, Governor Hogan worked hard to raise awareness of the brave service and sacrifice of Maryland's veterans and their families. These heroes serve as a reminder every day of the immeasurable cost of war and the immense price of freedom. Often decades after they have hung up their fatigues, they are still working tirelessly to strengthen their communities, build up the next generation of leaders, and advocate for their fellow veterans. Their selflessness and dedication are an invaluable asset to the state of Maryland, and Governor Hogan made it a top priority to strongly support members of the Maryland National Guard and active duty military, and to make sure that the state's military veterans can continue to live, work, raise a family, and retire right here in Maryland.

More Economic Opportunities for Veterans

The Department of Labor's Veteran Services Division developed three new programs to connect and support eligible veterans, spouses, dependents, and caregivers:

- **VIRTUAL KIOSK:** a daily virtual office where eligible veterans can connect to veteran employment professionals, and get help with the Maryland Workforce Exchange and find available resources.
- **VETERAN SMALL BUSINESS AND ENTREPRENEUR CHECK-IN:** a monthly outreach and support event bringing together veteran friendly businesses, small business service organizations, and aspiring veteran entrepreneurs to share opportunities, advice, and resources to create and/or grow their businesses.
- **VETERAN CAREER CLUB:** a monthly outreach and support event bringing together job-seeking veterans, career guides, veteran employment professionals, and veteran service organizations to provide information, apprenticeship training opportunities, and job connections.



Honoring Maryland's Veterans

Support For Women and Minority Veterans

From the start, Governor Hogan recognized the need to help support women and minority veterans, who often face additional economic, educational, and disparity challenges in the job market. Under the Maryland Department of Veterans Affairs (MDVA), the Governor created the first Director of the department's Women Veterans/Inclusion Program (WVIP). WVIP has a mission to equip, empower and educate women veteran entrepreneurs for success and economic opportunities. The WVIP also conducts community outreach and advocates proactively on behalf of women, minority, and LGBTQ veteran populations.

Sykesville Veterans Home

Governor Hogan took critical steps toward supporting Maryland veterans with a long-held goal of establishing a second MDVA veterans' home. Charlotte Hall Veterans Home has proudly served thousands of veterans over the past 36 years, and will continue to do so for many years to come. But Charlotte Hall, located in St. Mary's County, is geographically distant from the vast population of the state's aging veterans. In 2020, Governor Hogan designated a tract of State property in Sykesville for the second home. The governor also funded the planning of the Sykesville Veterans and to keep the project actively moving forward.



Protecting the Peace Cross

In 2017, the "Peace Cross" – a 40-foot memorial to Maryland soldiers killed in World War I, located in Prince George's County – faced a constitutional challenge by left-wing, atheist activists claiming the monument violated separation of church and state. Governor Hogan immediately galvanized local veterans and advocates to fight efforts to remove the historic memorial. Leading the charge to forcefully defend the Peace Cross all the way to the U.S. Supreme Court, he even filed an amicus legal brief with the court. In 2019, the Supreme Court ruled 7-2 in favor of allowing the Peace Cross to remain on public land. This was a major victory for Maryland's veterans and advocates for freedom of expression.

"The Peace Cross has stood for nearly 100 years as a beloved memorial to our veterans, and our administration is determined to fight all the way to the highest court in the land to keep it standing tall and proud. Built in 1925 by families in Prince George's County and members of the American Legion to honor the fallen from World War I, this monument is an incredible tribute to those who made the ultimate sacrifice for our freedom."

–Governor Larry Hogan



#ItTakesMore

**EMPOWERING
& EXPANDING
OPPORTUNITY FOR
ALL MARYLANDERS**

Empowering and Expanding Opportunity for All Marylanders

Fairness and Full Access for Disabled Marylanders

Governor Hogan enacted the Ken Capone Equal Employment Act in 2016, making Maryland only the second state to eliminate the sub-minimum wage for people with disabilities. The Hogan administration also created the Center for Transition and Career Innovation at University of Maryland, College Park, which focuses on transition services for students in secondary education settings and generates recommendations for system reform to improve post-school outcomes for students with disabilities.



Through the Statewide Non-Visual Access Initiative, the Maryland Department of Disabilities (MDOD) and the Maryland Department of Information Technology (DoIT) partnered to ensure that applications, websites, and documents produced or hosted online by state agencies are accessible to all Marylanders. In addition to providing statewide training to state IT staff, MDOD and DoIT provide a variety of resources and strategies to help procurement staff purchase accessible products, solutions, and services. Additionally, the Telecommunications Access Maryland program

was to MDOD to strengthen phone services to Marylanders who have difficulty using a traditional telephone. MDOD also has a seat on the Commission to Advance Next Generation 9-1-1 Across Maryland, ensuring accessibility concerns will be included in system enhancements.

MDOD was instrumental in the work of the Maryland ABLE Program Task Force, which developed the recommendations that ultimately led to the passage of the Maryland ABLE Act in 2016. Maryland ABLE accounts help individuals with disabilities save money and pay for qualified disability-related expenses without jeopardizing state or federal means-tested benefits such as SSI or Medicaid.

Following the tragic police altercation death of Ethan Saylor, a young man with Down Syndrome, MDOD created the Ethan Saylor Alliance and partnered with professionals, family members, law enforcement, and community advocates to create and distribute a curriculum for law enforcement agencies on best practices for interactions with people with intellectual and developmental disabilities.

Finally, in response to the COVID-19 pandemic, MDOD revised and expanded the State Disabilities Plan, adding Public Health Emergency Response solutions and extensive revisions to the existing plan.

Empowering Maryland's Deaf Community

The Hogan administration made engaging Maryland's vibrant Deaf community a priority. In 2017, the Governor's Office of Deaf and Hard of Hearing (ODHH) hosted the nation's first Deaf Business Summit, "Deaf Ecosystem: Maryland's Open for Business," which marked the first time that a governor has hosted an event exclusively for Deaf and hard of hearing business owners.

Maryland also became the first state to develop and distribute a memorandum to media outlets on how to incorporate interpreters in the framing of the speaker to ensure full access in press conferences, and was the first state to consistently use Certified Deaf Interpreters (CDI) in press conferences and State of the State addresses. This strong foundation of prioritizing interpreters proved especially critical during the COVID-19 pandemic, enabling Deaf Marylanders to seamlessly access critical public health information.

As a capstone to the administration's legacy for Deaf Marylanders, in 2022 the National Association of the Deaf ranked Maryland third in the nation for providing American Sign Language (ASL) access to official state government COVID-19 press briefings.

Coordinating Outreach Across Communities

In 2016, Governor Hogan created an outreach powerhouse by consolidating several formerly separate offices into a unified organization and co-locating them at Community Place in Crownsville. The Governor's Coordinating Offices includes the Governor's Office of Crime Prevention, Youth, and Victim Services; Community Initiatives; Small, Minority, and Women Business Affairs; Performance Improvement; Deaf and Hard of Hearing; Grants; and Service and Volunteerism. The offices' consolidation reduced costs by establishing a shared-service operation to provide administrative, communications, and public policy support while maintaining and enhancing the specific missions of each office.

Through the Governor's Office of Community Initiatives (GOCI), the Hogan administration engaged with diverse communities across the state and implemented several new offices and programs.

Seven ethnic and cultural commissions comprising over 100 commissioners represent more than 40% of the total population in Maryland and engage the more than 2.7 million Marylanders of diverse communities. In 2021, the governor appointed Maryland's first statewide autism coordinator, charged with working with a stakeholder advisory group to develop a plan for addressing autism-related needs in healthcare, housing, employment, and identification and intervention. Also in 2021, the administration created the Office of Immigrant Affairs to help with career placement, English language programs and naturalization processes for the nearly 15% of Marylanders born outside of the United States. In 2022, the Governor appointed the first director of the newly-created Maryland Commission on LGBTQ Affairs, making Maryland one of only a handful of states to launch a commission focused on issues facing the LGBTQ community.



LEADING THE NATION in COVID-19 Response

On March 5, 2020, six weeks after I first warned Marylanders of the rapidly spreading global pandemic, COVID-19 reached our state. Three residents who returned from a Nile River cruise tested positive for the virus, and I immediately declared a State of Emergency.

Nobody imagined how we would be tested by a once-in-a-century pandemic and the unprecedented turmoil it caused—the lives, livelihoods, and businesses lost, and the unimaginable hardship we faced as a state. I am proud to say our administration and the people of our great state stepped-up to the challenge and utilized the entire arsenal of government and public health.

We mobilized the citizen soldiers of the Maryland National Guard to lead strike forces into nursing homes to save the lives of our most vulnerable, to stand up surge tents at hospitals, to transport life-saving equipment, and to administer tests and vaccines.

When no state in America had sufficient testing capacity, we found new and unique channels to acquire the essential building blocks of what became a world-class testing infrastructure. When hospitals were overwhelmed, we added 6,000 additional surge beds and stood up new field hospitals. We provided much-needed reinforcement to our frontline healthcare workers by activating the Maryland Responds Medical Reserve Corps and calling retired nurses and students into action. When life-saving vaccines became available, we built vaccination sites all across the state, and established the nation's first Vaccine Equity Task Force to reach into underserved communities and make sure no arm was left behind.

No words can express our shared, profound, grief as a result of this pandemic that took far too much from us, including the lives of more than 14,000 of our fellow Marylanders.

However, we can reflect with pride that Maryland led one of the strongest health and economic recoveries in America thanks to the heroics of our health care workers, our emergency services personnel, National Guard soldiers, the resilience of our small business community, and all the people of our state who came together, looked out for each other, and never let the virus win.

I want to express my heartfelt gratitude to each and every one of you for answering the call to be **Maryland Strong**.

The detailed Maryland Responds: COVID-19 State of Emergency 2019-2020 after-action report, published by the State in August 2022, documented in extensive detail the actions of Governor Hogan and his leadership team. The Governor's efforts successfully guided the state's residents and our struggling businesses through the incredible challenges of the deadly pandemic. The referenced COVID-19 report is a historic companion volume to this document.



MORE EFFICIENT & EFFECTIVE GOVERNMENT

More Efficient and Effective Government

The Customer Service Promise

As a candidate in 2014, Governor Hogan heard repeatedly about the chronic lack of responsiveness Marylanders often experienced in dealing with state agencies. Marylanders expressed frustrations that basic government functions took too long, were too bureaucratic, and they had nowhere to turn to get problems resolved.

As a result, the governor launched the Customer Service Initiative, an aggressive, results-oriented program to bring a renewed focus on a strong service culture in state agencies and improved customer service training for state employees. The initiative established new performance metrics for evaluating agencies on key service areas including training programs, aligning agency business hours with customer demand, and incorporating customer service goals into employee performance evaluations. It also included the Maryland Customer Service Promise, a series of key principles that have served as a basis of all interactions between state employees and their customers. The promise is featured on all state websites, as well as a quick and easily-accessible survey for Marylanders to offer feedback.



Maryland Total Human-Service Integrated Network (MD THINK)

MD THINK is the Hogan administration's innovative, cloud-based application modernization, data management and analytics platform. Launched in 2017, it is the national leader in helping deliver health and human services more efficiently and securely.

MD THINK helped modernize the delivery of health and human services through leveraging technology and analytics. Constituents benefit by having a single-point of online access to a wide range of public services, including child support, adult and child services, integrated health benefits eligibility and enrollment, SNAP benefits, and emergency cash assistance. MD THINK's state worker portal allows health and human services providers and case workers access to important information that streamlines workflows and speeds the timely delivery of critical services.

With comprehensive, integrated and secure data available through the MD THINK platform, the state is able to leverage health and human services information to support sophisticated analytics, more-informed decision-making across the state enterprise. It also enables a more holistic approach to the delivery of services for individuals and families. The MD THINK platform is ever-evolving and will continue to serve as an important resource for the state as it uses data to serve our citizens and drive business.

Maryland OneStop

The Maryland OneStop portal provides a single online point of access for all state offices that issue licenses or permits – from hunting licenses and fishing permits, to driver's licenses and commercial permits. The State's online portals contain over 1,500 datasets of agency information, increasing access, transparency, accountability, performance, and results. County and associated partners contribute additional datasets so that Maryland's open data portals offer centralized access in machine readable format. The format allows customers to explore, export, feed, filter, and visualize all of the datasets on the Portal. Online filing with the Department of Assessments and Taxation, for instance, rose fewer than 10% of all filings in 2015, to more than 90% today – making it easier for businesses to operate, and homeowners and renters to receive tax credits.

Procurement Reform

In 2016, Governor Hogan created the Commission to Modernize State Procurement, which was led by Lt. Governor Boyd Rutherford and included representatives from the executive branch, the Senate, the House, the Treasurer, the Comptroller, and the private sector.

This effort resulted in various recommendations including:

- Clarify and standardize Maryland Code procurement rules;
- Use of new technologies;
- Standardize best practices across agencies;
- Develop a statewide procurement manual;
- Attract and retain quality procurement staff;
- Simplify the Minority Business Enterprise Certification process; and
- Other reforms to make the system more accessible, efficient, and promote competition.

As a result, the Maryland Department of General Services created the Office of State Procurement, a centralized procurement authority for all executive agencies. The reforms also launched the new eMaryland Marketplace Advantage procurement system, two new procurement professional certifications, and a new procurement manual.

Preparedness

In 2021, Governor Hogan enacted legislation elevating the Maryland Emergency Management Agency (MEMA) into the Maryland Department of Emergency Management (MDEM), and placing it in the cabinet for the first time in state history. MDEM has always been prepared to respond to whatever emergency arises. Under Governor Hogan's leadership, MDEM provided fast and critical coordinated responses to hurricanes, blizzards, tornados, the devastating flooding in Ellicott City, the 2015 Baltimore riots, and the COVID-19 pandemic. During the pandemic, MDEM established a governmental unified incident command which coordinated the State's response. MDEM is not just reactive, but holds authority to proactively reduce disaster risks and reliably manage consequences by coordinating state agencies efforts before, during, and after disasters and emergencies.

Restoring Public Trust

Governor Hogan's first executive order hours after taking office was aimed at bringing ethics and transparency back to Maryland government. The order holds all those who serve in the executive branch of state government to the highest possible ethical standards, setting a detailed code of ethical and professional conduct for their public service. During his eight years in office, Governor Hogan successfully pushed for and won tougher and more effective ethical standards in all three branches of state government.

We must do whatever it takes to restore honesty and integrity to our state capital, to ensure that the best interests of Maryland's citizens are being represented fairly and honestly, and that the voices of the people we represent are finally being heard,"

– Governor Larry Hogan, January 2015

Public Integrity Act

The governor secured the passage in 2017 of the first major ethics legislation in Maryland in over a decade. Following numerous corruption investigations, arrests, and convictions of members of the General Assembly, the people of Maryland overwhelmingly backed the Governor in demanding these tougher public official ethics laws.

Education Inspector General

Governor Hogan pushed for and enacted the law establishing the Maryland Office of Inspector General for Education in 2019. The IG provides accountability and transparency in the expenditure of public education funds in the state.

Ethics Reform for Appointed Public Officials

The Governor enacted landmark legislation in 2019 which increased transparency and oversight of the Board of Regents at the University System of Maryland, after a series of board ethical lapses and scandals.

More Efficient and Effective Government

The STAR Commission

Continuing his commitment to transparency, accountability, and oversight of state government, Governor Hogan established the State Transparency and Accountability Reform (STAR) Commission, to review the operations and structures of state quasi-governmental state agencies and make recommendations for adequate safeguards to ensure that they operate consistently with the public trust. The governor tapped former Washington County state senator Andy Serafini, a financial expert known for his integrity in office, to chair the Commission, which issued its final report in December 2021. Much of the Commission's recommendations were adopted in legislation passed by the Maryland General Assembly in the 2022 legislative session.

Fighting For Free and Fair Elections

Free and fair elections are the foundation of American democracy and the most basic promise that those in power can pledge to citizens. Maryland, however, chronically suffered from the distinction of having the most partisan gerrymandered districts in the nation.

Since taking office, Governor Hogan actively worked to eliminate partisan gerrymandering and restore fairness in the state's electoral system. During his first year as governor, he established the nonpartisan Maryland Redistricting Reform Commission (MRRRC). The MRRRC conducted public hearings throughout the state, and recommended that Maryland permanently establish an independent commission to draw congressional and legislative districts, eliminating the influence of elected officials and political parties. The MRRRC's recommendations were endorsed by Common Cause, the League of Women Voters, and other good government organizations. Adopting the recommendations, the Governor introduced a series of redistricting reform legislation in an effort to remove partisan politics from the redistricting process. The legislature, however, stubbornly refused to end their political gerrymandering of districts.

In January 2021, the Governor formed the first Maryland Citizens Redistricting Commission (MCRC), which consisted of an equal mix of Democrats, Republicans, and unaffiliated members. The public submitted proposed congressional and legislative district lines to the MCRC. The MCRC held 36 public meetings on the submitted maps. More than 4,000 citizens attended and participated in the hearings. The MCRC also provided an online mapping applications portal for the public to prepare and submit fair and impartial maps. The General Assembly refused to adopt the MCRC's maps and—after conducting a process almost entirely hidden from the public behind closed doors—adopted harshly gerrymandered new lines.

In December 2021, the Governor vetoed the legislature's gerrymandered congressional maps. After the legislature overrode the veto, that map was struck down in the Maryland courts for extreme partisan gerrymandering. The judge found the legislature's maps violated several sections of the Maryland Constitution, resulting in the legislature being ordered to redraw the lines. In April 2022, after the legislature made changes to make the maps more fair, the governor enacted them.



Judicial Transparency Act

The Governor enacted important judicial transparency legislation in 2022, ensuring for the first time that the public has access to the sentencing records of the judges in each circuit.

Judicial Appointments

During his eight years, Governor Hogan worked to make the judiciary reflect Maryland's diverse population. As Governor, he appointed more female, Hispanic, and Asian judges than any previous governor. Today, Maryland's judges truly represent the demographic and geographic composition of our state.

Judicial Appointments

Hogan Administration Judicial Firsts



APPELLATE JUDGES

Michele Hotten - First African-American female to be appointed to the Court of Appeals from Prince George's County. Judge Hotten was appointed by Governor Hogan on December 1, 2015.

Angela M. Eaves - First Harford County resident appointed to the Court of Appeals in more than 100 years, is the first Hispanic appointed to the Court of Appeals, and the state's first Afro-Latina appellate judge.

Joseph M. Getty - First Chief Judge from Carroll County in at least 115 years.

E. Gregory Wells - First African American to serve as chief judge of the Court of Special Appeals, and the first openly LGBTQ person to serve as chief judge of either of Maryland's appellate courts. He was also the first COSA judge from Calvert County.

Rosalyn Tang - First Asian American and the youngest woman ever appointed to the Court of Special Appeals.

Donald Beachley - First Court of Special Appeals judge from Washington County.

Matthew J. Fader - First Court of Special Appeals Chief Judge from the Western Maryland appellate district. Governor Hogan later elevated him to the Court of Appeals.

TRIAL COURT JUDGES

Elizabeth Morris | First African American female to serve on the Anne Arundel County Circuit Court.

Donine M. Carrington | First African-American female to serve on the Charles County Circuit Court.

Mary Kent | First woman to serve on the Worcester County Circuit Court.

Jeannie Eun Kyung Cho | First Asian-American appointed to the Montgomery County Circuit Court.

Carla Lynn Knight | First woman to serve on the Queen Anne's County Circuit Court since the county's founding in 1706.

Dino E. Flores, Jr. | First Hispanic to serve on the Frederick County District Court.

Kerwin A. Miller, Sr. | First African American male to serve on the Harford County District Court.

Carlos Acosta | First Hispanic male to serve on the Montgomery County District Court.

William W. Davis, Jr. | First African American male judge appointed to the Cecil County District Court.

Karen R. Ketterman | Judge Ketterman is the first female judge in Talbot County history.

Calling Marylanders to Serve

Good people put good policy into action. As a former Secretary of Appointments under Governor Robert Ehrlich's administration, no one knew better than Governor Hogan that assembling a broad array of talented people with diverse views and experiences was necessary for the administration to succeed.

Governor Hogan appointed a total of 9,541 qualified individuals to 635 boards and commissions addressing critical issues and priorities across the state. He worked to ensure that his appointees were representative of the

state, appointing a higher percentage of women than any governor in state history and selecting minority appointees for over 30% of all positions.

In addition to appointing the most qualified Marylanders to key existing positions, Governor Hogan created task forces or commissions to address urgent issues facing Marylanders including mental health, opioid use, combating poverty, fighting violent crime and gangs and growing the economy and assembled experts in the space to create actionable policy solutions.

A MODEL FOR THE NATION

“And to those who would divide us, or drive us to the extremes of either political party, I remind you that Maryland has been called ‘a state of middle temperament.’ Our politics need that middle temperament as well. The politics that have divided our nation need not divide our state. In the days ahead, I ask all Marylanders to seek that middle ground, where we can all stand together.”

- Governor Larry Hogan, January 21, 2015

“Hogan’s reputation for pragmatism and moderation has won him approval scores in the 70s from Republicans, Democrats and independents alike and from both white and African-American residents. ‘I can’t even find Democrats in my own family who disapprove of the job he’s doing,’ says Donna Edwards, a former Democratic Congresswoman from Maryland’s D.C. suburbs.”

(TIME)

“Washington’s not just our nation’s capital; it’s also the capital of gridlock and dysfunction... Outside D.C., good and interesting ideas and strong leadership still hold the power to repair and reinvigorate our institutions. Governor Hogan’s first term is a testament to that.”

(The Bulwark)

“Now [Hogan] seems to be showing the country how to govern as a pragmatist and build bridges with Democrats in the state legislature.”

(Washington Examiner)

“Most people are not ideologically extreme... They want competence. They want a government that cares about them. They don’t want corruption. And Governor Hogan has been able to deliver on all these matters as governor.”

(WAMU)

“And so, in the shadow of the nation’s storm-tossed political epicenter, Larry Hogan’s governorship is seeming more and more like an intriguing test case for a radically different version of the Republican Party: What would it look like if a politician played to Trump’s electoral coalition while rejecting just about every element of the president’s personal style?”

(Washington Post Magazine)

“In office, Hogan has acquired a reputation for affable, moderate pragmatism and assembled a coalition spanning Republicans, independents, and conservative Democrats.”

(The Weekly Standard)

“Hogan campaigned on the idea of building bipartisanship in Annapolis and working across the aisle, and not only has he continued to implement that narrative, but he has executed it tremendously as well. American politics are about as polarized as they’ve ever been, and the example that this state has set in the last year and a half should be recognized and appreciated.”

(The Diamondback)

“Maryland is showing that we can work together across party lines to cut carbon pollution, clean our air, and protect our climate, in sharp contrast to the climate denial at the federal level.”

(Environment Maryland)

"Just as he views UMBC as a model for inclusive excellence in public higher education, [UMBC President Freeman] Hrabowski sees Maryland as a model for bipartisanship and civility in state government. '[O]ur state is one of the few I see where you have more bipartisan agreement. We have a Republican governor who is supporting education, and a Democratic legislature, and they are working to make things happen... They are working together in a way that America needs to look at'"

(UMBC)

"Instead of sharing Washington's apparent aversion to two-party solutions, Annapolis has in recent years repeatedly searched for and found common ground."

(Sen. Joe Lieberman)

"Washington has all but given up on addressing America's health care cost crisis. ... But, just a few miles down the road from the partisanship and dysfunction of Washington, Maryland — under the leadership of Republican Gov. Larry Hogan — has shown that bipartisan progress on this issue is still possible."

(Morning Consult)

"Bipartisanship is a distant memory in Washington and many state capitals. In Annapolis, this year at least, it was robust. ... Yet if the measure of an executive is his ability to get things done in a field of competing interests, Mr. Hogan has had a successful year. So have his Democratic adversaries, and partners, in the legislature."

(Washington Post Editorial Board)

"There are a number of reasons for the spike at the pump, but Marylanders are getting some relief, sparking state residents and drivers from nearby states to take advantage of Maryland's lower prices. And, we have bipartisanship to thank. ... it's proof that we -- regardless of politics -- can come together and agree without fear of retribution from our own party."

(WBAL-TV)

"Some will argue that a bipartisan administration is beyond the pale—that the executive branch needs to be the sole property of one party or the other. ... This has worked at the state level—Maryland Republican Gov. Larry Hogan, for example, has both Democrats and Republicans serving in his administration."

(Nancy Jacobson, No Labels)

"What is equally surprising—and more welcome, as a reminder to Americans that the country was not always so fractious and polarised—he has built his career on bipartisanship and compromise."

(The Economist)

"After his underdog victory in 2014, the governor eliminated ... the state's \$5.1-billion structural deficit and pursued a series of high-profile measures ... that enjoyed widespread support."

- Luke Mullins , Washingtonian

RECOGNITION FOR GOVERNOR HOGAN

- 🏆 The Baltimore Sun Marylander Of The Year (2014)
- 🏆 Maryland Food Bank Hunger Advocate Award (2015)
- 🏆 Maryland State's Attorneys' Association — President's Award (2015)
- 🏆 Maryland Hispanic Chamber of Commerce — "Chairman Leadership Award" (2015)
- 🏆 Chesapeake Charities Award For Extraordinary Courage And Leadership In The Face Of Adversity (2016)
- 🏆 Maryland Troopers Association — Trooper of the Year (2015)
- 🏆 American Society of Addiction Medicine Presidential Award (2016)
- 🏆 Maryland Public Policy Institute — Charles Carroll of Carrollton Award (2016)
- 🏆 Honorary PhD from Hanyang University
- 🏆 Maryland Motor Truck Association Person of the Year (2016)
- 🏆 Traffic Club of Baltimore — Transportation Person of the Year (2016)
- 🏆 MD Tourism Advocate by MD Tourism Coalition (2017)
- 🏆 "Champion of the Chesapeake" by Chesapeake Conservancy (2017)
- 🏆 Champion of Education — Council for American Private Education (2017)
- 🏆 Champion of Maryland's Children & Families Award (2018)
- 🏆 Lifetime Achievement Award from MD State Parks Advisory Committee (2018)
- 🏆 Gubernatorial State Arts Leadership Award — Americans for the Arts and U.S. Conference for Mayors (2018)
- 🏆 The Past National Commander A. Leo Anderson Memorial Freestate Award of Excellence — AMVETS (2018)
- 🏆 Leadership Award — Responsibility.org (2018)
- 🏆 Game Changer Award — Suburban Maryland Transportation Alliance (2018)
- 🏆 Mendez Award — Maryland International Film Festival (2019)
- 🏆 Community Champion — Playworks (2019)
- 🏆 Dr. Nathan Davis Award for Outstanding Government Service — American Medical Association (2020)
- 🏆 President's Award — Maryland Tech Council (2020)
- 🏆 Legislative Award — Maryland Society of Eye Physicians and Surgeons (2020)
- 🏆 Excellence In Leadership — Alliance for Aging Research (2020)
- 🏆 Governor of the Year — Biotechnology Innovation Organization (2021)
- 🏆 Special Recognition Award — Maryland Legal Services Corporation (2021)
- 🏆 Lund Laird Humanitarian Award — Grand Lodge of Ancient Free and Accepted Masons (2021)
- 🏆 Citizen of the Year — Jefferson Island Club (2021)
- 🏆 Order of Diplomatic Service Merit — Republic of Korea (2022)
- 🏆 Open Space Executive Award — Project Open Space (2022)
- 🏆 Stubblefield Institute — Civility Award (2022)
- 🏆 Honorary Minister of Foreign Affairs — Republic of Korea (2022)
- 🏆 Public Service Award — Maryland Chamber of Commerce (2022)
- 🏆 Medal of Achievement — Delmarva Chicken Association (2022)
- 🏆 Inaugural Marlene A. Malek Public Service Award — Friends of Cancer Research (2022)
- 🏆 Honorary Lifetime Member — Maryland Chiefs of Police Association & Maryland Sheriffs Association (2022)





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Maryland

Larry Hogan, Governor
Boyd K. Rutherford, Lt. Governor