

COG QUARTERLY



Baltimore Metropolitan Council

SPICE UP YOUR LIFE:

A POSITIVE CYCLE OF ECONOMIC SUCCESS

McCormick & Company has been a Baltimore region institution since its founding in 1889. This spring, the company announced that it planned to keep its headquarters in Baltimore County, retaining thousands of jobs. To support companies like McCormick, Baltimore County works closely with its business community to provide a supportive environment to train, attract and keep the most desirable employees. So here's to another 126 years of economic partnerships in the Baltimore region!

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Garner greater savings

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COG Quarterly is a digital publication of the Baltimore Metropolitan Council. For more information, please email staff at COGquarterly@baltometro.org.

INTRODUCTION

“For a nation paralyzed by hyper partisanship, the metropolitan model of collaboration offers a sensible counterpoint. Cities and metros are honoring the lessons learned at an early age in the sandbox: those who play well together reap mutual rewards and benefits.”

— Bruce Katz and Jennifer Bradley
“The Metropolitan Revolution”



COG Quarterly, as a digital publication, intends to be interactive. So when you see text that is **blue and bold**, or **orange and bold**, those are hyperlinks that contain more information for you. Click away!

For more information:



Our Council of Governments at Work

Welcome to the launch of *COG Quarterly*, the Baltimore Metropolitan Council’s new digital newsletter.

As the **council of governments (COG)** for the Baltimore region, BMC brings together the local governments — leaders from Baltimore City and Anne Arundel, Baltimore, Carroll, Harford and Howard counties — to work together with the state and federal government on common issues and enhance our quality of life. *COG Quarterly* will highlight those regional efforts in transportation planning, fair housing, workforce development, cooperative purchasing, emergency preparedness and other initiatives.

COG Quarterly also will feature stories of innovation being put to work around the region. As the chair of the BMC Board of Directors, I’m honored that the cover story of this first issue, **“A Positive Cycle of Economic Success,”** shows the proactive and strategic work being done in Baltimore County to keep businesses, both large and small, and job-seekers working together to make our

communities flourish. Our efforts are best exemplified in how we successfully worked with McCormick & Company to keep its headquarters in Baltimore County.

This first issue also features: A story on Anne Arundel County Executive Steve Schuh’s innovative approach to tackling issues by bringing together departmental leaders; what’s next for the Opportunity

COG Quarterly is a glimpse into the work that goes on every day at BMC and around the region.

Collaborative; and a Q&A with Andrew Bertamini, Wells Fargo president for the Maryland region and chair of the Baltimore Workforce Investment Board (BWIB).

You may be familiar with the newsletters that BMC previously produced



— the *Environmental News Brief*, *BikePed Beacon*, *Maryland Moves*, *Maximize2040*, *B'More Involved* and others — which we published to very specific audiences. In *COG Quarterly*, you’ll receive the same kind of information published in them, along with new features that we hope you find informative, interesting and worth sharing with others.

COG Quarterly provides you with maps, expert advice, guest columns, infographics and public involvement opportunities. In short, *COG Quarterly* is a glimpse into the work that goes on every day at BMC and around the region to improve our quality of life and create a stronger regional economy.

Finally, we’re always looking for content. Please email COGquarterly@baltometro.org if you have story or feature ideas that you think would fit *COG Quarterly*. Thank you for being involved and active in the best region in the country!

Sincerely,

Kevin Kamenetz
Baltimore County Executive ■

www.baltometro.org

The **Baltimore Regional Cooperative Purchasing Committee (BRCPC)** achieves millions of dollars in cost savings for member jurisdictions by combining needs into cooperative purchasing contracts, reducing administrative expenses and serving as a forum to exchange resources and technical information.



COOPERATIVE PURCHASING

Buyers gain greater savings by eliminating contract piggybacking

Government must look at many factors to achieve ultimate cost savings while doing so responsibly.

Local governments around the country regularly partner together during the procurement process to get better pricing on bulk purchases. This process is called collective purchasing.

In contrast to true cooperative purchasing, piggybacking uses the same pricing and terms of a contract entered into by another entity without the inclusion of the requirements of the original contract.

Piggybacking chips away at the total savings. In 2015, piggybacking is the norm rather than the exception in the public purchasing arena, but is not equal with true cooperative purchasing. Piggyback-lash is missing out on potential cost savings because a buyer doesn't know the full value of a contract.

The cooperative purchasing industry

offers a variety of national, regional and state consortiums. So never before have buyers had so many options available.

The burden is on the buyer to enter into the most beneficial contract because of variations in procurement methods and practices, which could lead to contract piggybacking, and therefore piggyback-lash. Due diligence is needed to protect buyers from unnecessary risk before accepting a cooperative contract.

If we're being honest, it's easier to ride another contract than to participate in the arduous process of bidding. However, if a buyer doesn't have a way to determine the value of a contract that includes the known volume and piggyback volume, they are not fully benefiting from the true volume of the contract.

There is no doubt that a buyer's job is more difficult when working with multiple entities but doing so builds a deeper value and garners greater savings.

This is like running the air conditioner in an office with the windows open — savings is lost and energy wasted.

In today's purchasing environment, a good contract can double in value through piggybacking. For example, when a firm receives a cooperative contract award, it uses that award on every sales call as an offer of immediate contract availability that may negate the need of that entity to bid for the same products. The buyer does not know who is piggybacking the contract unless they ask for that information.

This is like running the air conditioner in an office with the windows open — savings is lost and energy wasted. So the buyer must know how to address the leakage of true aggregated volume.

In 2009, the **Mid-Atlantic Purchasing Team (MAPT)** formed to address an agreement between the Baltimore, Virginia and Washington, D.C. regions to aggregate even greater volumes for cooperative purchasing. MAPT took another approach to cooperative purchasing, recognizing the undeniable value of piggybacking.

The MAPT approach attempts to measure not only the contract value at the time of bidding but what further discounting may occur should the contract value increase specifically through piggybacking.

In this case, buyers reduces the risk of the unknown during the contract process. ■



An extended version of this story will appear in the **Fall/Winter** issue of the *Association of School Business Officials Connects*. Photo: BMC staff



ENVIRONMENTAL

Clean Commute Initiatives aim to reduce solo driving, improve air quality during warmer weather months

Each spring, BMC teams up with the region's transportation agencies, air quality partners, regional institutions and businesses to promote its **Clean Commute Initiatives**.

This year's program began in mid-April, with participation in outreach events around the region, and will continue through September — which typically is our bad air season.

Outreach coordinators speak with people throughout the region to educate them on the relationship between vehicles and air quality. Coordinators then urge them to consider an alternative to solo driving for at least one day during the summer, when air pollution peaks. Outreach by BMC included attendance at events such as Baltimore City EcoFest, DunFest, Fort Meade Earth Day, Howard County GreenFest and the Towsontown Festival.



A major component of the Clean Commute Initiatives' efforts is **Bike to Work Day**. This year, 1,553 cyclists took part in activities at 33 Bike to Work Day event sites around the region on Friday, May 15. Bike to Work Day featured events in Baltimore City, Anne Arundel, Baltimore, Carroll, Harford, and Howard counties. The jurisdictions, as well as AAA Mid-Atlantic, Bicycle Advocates for Annapolis and Anne Arundel County, Bike Maryland, Joe's Bike Shop, the BWI Business Partnership and others, hosted the events and activities.

In conjunction with Bike to Work Day, **AAA Mid-Atlantic** announced that it would expand roadside assistance to also



(Above) *Harford County Executive Barry Glassman leads a Bike to Work Day convoy on Friday, May 15.* Photo: Harford County



(Left) *Sara Tomlinson, senior transportation planner, speaks on Maryland TODAY about the Clean Commute Initiatives campaign;* (Right) *Russ Ulrich, clean air outreach coordinator, speaks with a Howard County resident at GreenFest.* Photo: BMC staff

provide it to those members traveling as bicyclists.

The Maryland Transit Administration (MTA) distributed model bus bike racks to four event sites to allow participants to practice using the racks in an effort to encourage those who could combine commuting by bicycle with transit. Also, the MTA MARC Train bicycle car, which usually is utilized only on weekends, ran

on the Penn and Brunswick Lines for the day.

Finally, Race Pace Bicycles and the Hub/C'ville Bikes donated two bicycles, which were then raffled off to a pool of those who registered for Bike to Work Day events.

Bike to Work Day coordinators already are hard at work for the 2016 event. ■



TRANSPORTATION

BRTB to vote on next long-range transportation plan in November

The Baltimore Regional Transportation Board is scheduled to vote on the adoption of *Maximize2040: A Performance-Based Transportation Plan* in November, after two years of work.

If adopted, *Maximize2040*, which contains a list of the major surface transportation projects the region expects to implement, will serve as the blueprint for fiscally constrained transportation planning in the Baltimore region from the years 2020 through 2040. The plan also establishes the region's broad transportation goals and performance measures, which will serve as guiding principles as the region plans and carries out projects.

The federal Moving Ahead for Progress in the 21st Century Act, or **MAP-21**, requires each metropolitan planning organization in the United States to develop a long-range transportation

plan for its region. MAP-21 emphasizes monitoring and assessing the performance of transportation systems. So in a period of funding uncertainty, this approach makes sense.

But before the BRTB votes on *Maximize2040*, BMC will launch a 45-day public comment period on the plan in its entirety. BMC will host public meetings in each of the jurisdictions, create visual presentations on particular aspects of the plan, run advertisements, and other initiatives from **September 1** through **October 15**. After that time, the BRTB will review public comments prior to voting on the plan on **Tuesday November 24, at 9 a.m.**



BMC, working with its members, spent two years developing *Maximize2040*'s goals and strategies to guide the allocation of federal funds and the monitoring of system performance; generating population

and employment forecasts; forecasting the expected revenue available to the region; and creating the criteria used to evaluate and score major projects for the plan.

BMC also worked to: create performance measures and targets the region will use to monitor system performance and progress toward meeting the goals; host scenario planning exercises to discuss the effects of several possible future conditions in the region; seek out more than 900 ideas for projects from the public; and review projects from state and local partners.

This process generated a preferred alternative, with estimated costs for system operations, routine system maintenance and major capacity-increasing projects and programs. Staff tested the effects of this preferred alternative using the travel demand model, as well as the effects of it on the region's ability to conform to U.S. Environmental Protection Agency air quality standards and the associated goals in the State Implementation Plan. ■



For more information on the public comment period, check out the *B'More Involved* section of *COG Quarterly* on **Page 22**.

Photos: (Right and below): BMC staff



EMERGENCY PREPAREDNESS

BMC prepares a coordinated regional response for potential large emergency situations

An emergency can occur at any moment, whether it's an accident, pandemic, act of terror or extreme shift in weather. The emergency management agencies in the Baltimore region regularly work together to improve efficiency when those incidents occur.

BMC started working to improve the region's emergency preparedness more than a decade ago, with particular focus on evacuation planning and preparation, and disaster debris coordination.

The Baltimore Regional Transportation

Board's Transportation & Public Works (T&PW) committee oversees the development of a traffic management resource guide for use during evacuations. The guide identifies critical intersections that may need revised traffic routes during an evacuation. The revised traffic flows are based on scenarios, such as evacuation from Baltimore City and Washington, D.C., through our region, and from the Eastern Shore. The guide is formatted for use on any mobile device, allowing easy access by responders in the field.

With oversight by the T&PW, the region also received federal Homeland Security

funds to purchase an evacuation support trailer to store traffic management resources such as traffic cones, traffic signs, barriers and a generator to supplement those of any of our local jurisdictions.

On June 23-24, Howard County held an event for emergency responder command staff to view the county's various support vehicles, including the evacuation support trailer. BMC staff attended the event to speak about this regional resource.

Finally, the Disaster Debris Planning Task Force addresses the local, state and federal coordination of disaster debris collection and processing that would cross jurisdictional boundaries. ■



CALL TO ACTION

01 SEPT

September is **National Preparedness Month**. Take the time to make sure that you and your family are prepared. Put aside a portable, battery-powered radio, flashlight and one gallon of water per person, per day to help get you through those first critical hours.



Regional collaboration will help ease adjustments as federal regulations change

The Baltimore region strengthened its collaboration on fair housing with the help of BMC during the last three years.

That strength will help the region to comply with both a **U.S. Supreme Court decision** and a new rule from the **U.S. Department of Housing and Urban Development (HUD)**.

This collaboration was spurred by the 2012 completion of the **Regional Analysis of Impediments to Fair Housing Choice (AI)**, a Fair Housing Act requirement since the early 1990s, details obstacles to housing choice based on things that the law protects, such as race, color, sex, religion and disability. As required, the AI also sets out an action plan to address those hurdles.

Since then, BMC’s housing policy coordinator and the jurisdictions have worked together to make progress on the

AI’s Regional Action Plan, aided by a \$125,000 HUD Fair Housing Initiatives Program (FHIP) grant.

In addition to the FHIP grant work, BMC helped local housing agencies and jurisdictions to win new payment rules for housing vouchers from HUD. Exception payment standards enable vouchers to cover more expensive rent in safer communities with good schools. BMC also helped local jurisdictions successfully push for changes to the state’s process for allocating low income housing tax credits, so that more of the affordable homes built through that mechanism are located in communities with high opportunity, quality schools and job growth.

Those accomplishments will serve the region well in light of two new national fair housing developments.

On June 25, the U.S. Supreme Court upheld the principle of disparate impact under the Fair Housing Act, in the case



BMC worked with Howard County Housing and the Innovative Housing Institute to organize tours of affordable housing made possible by the county’s inclusionary zoning ordinance. Photo: BMC staff

It’s a way to finance new affordable housing and ensures that new homes are built in safe, desirable communities near new job growth and quality schools.

of *Texas v. Inclusive Communities Project*. That means that a seemingly neutral practice by a jurisdiction that results in discrimination under the Fair Housing Act even if that was not the intent.

BMC’s work with the region’s jurisdictions always assumed that principle, and so the decision does not change that work.

HUD released its final rule to continue with fair housing on July 8 — which are the first regulations issued since the passage of the Fair Housing Act in April 1968. This new rule replaces the AI with a new Assessment of Fair Housing, which must be completed every five years and approved by HUD, before the jurisdictions can receive federal housing funds.

The Baltimore region is again uniquely positioned to comply easily with this new rule. HUD encourages jurisdictions to work with the local public housing agency, and encourages both to collaborate regionally, which already is being done as a result of the Opportunity Collaborative.

BMC helps the jurisdictions review and comment on HUD’s template for the new assessment. Discussions have begun on how to complete the region’s first joint, regional Assessment of Fair Housing, which is due in **October 2018**.



AACC Truck Pull provides students with career options in transportation, logistics, cargo

BMC staff participated in the 4th annual **Anne Arundel Community College Truck Pull** on Thursday, April 23, at the Arnold campus.

This is the third time that BMC staff and representatives of the Baltimore Regional Transportation Board’s **Freight Movement Task Force (FMTF)** participated in this activity. The Transportation, Logistics, and Cargo Security Program within the Business Management and Entrepreneurial Studies Department at the community college organized the event.

It provides students with the opportunity to engage in career awareness, and academic and career pathways. Students participate in these activities in a fun educational environment while interacting with professionals in the industry.

Approximately 200 high school students and 200 college students participated in this year’s event.

BMC and the FMTF joined about 15 exhibitors that included FedEx, UPS, the State Highway Administration, Port

of Baltimore, Maryland Motor Truck Association and others. BMC staff highlighted the recent report released by the Opportunity Collaborative on **career pathways** available for students in the fields of transportation and logistics, as well as the report that addresses the most congested areas around the region.

In addition, participants competed against each other to see how quickly teams could pull a truck 90 feet with a rope! ■



(Left) Bala Akundi, principal transportation engineer, speaks to those interested about transportation career options at the 4th annual Anne Arundel Community College Truck Pull on April 23. (Below) A team of BMC staff participate in the Truck Pull. Photos: BMC staff





Workforce Investment Boards provide focus for regional job development

At the local level, workforce development programs are run by workforce investment boards, or WIB's. The core purpose of a WIB is to direct federal, state and local funding to workforce development efforts.

In Baltimore City, the mayoral-appointed **Baltimore Workforce Investment Board (BWIB)** works with the Mayor's Office of Employment Development (MOED) to develop a workforce system that can drive the city to sustained prosperity.

This summer, the BWIB oversaw Mayor Stephanie Rawlings-Blake's successful **YouthWorks** program that identified 8,000 summer employment opportunities for youth in Baltimore City. YouthWorks functions with the help of tax-deductible donations from individuals, philanthropies, nonprofits and corporate sponsors, to help pay the wages of youth placed at public sector worksites.

It costs \$1,500 to fund one YouthWorks summer job.

The other local workforce agencies in our region include the:

- **Baltimore County Department of Economic and Workforce Development**
- **Mid-Maryland Workforce Investment Board**
- **Susquehanna Workforce Investment Network** ■
- **Anne Arundel Workforce Development Corporation**



(Above) Baltimore City Mayor Stephanie Rawlings-Blake's Youthworks program identified 8,000 job opportunities for youths. Photos: Baltimore City



Q&A with Andrew Bertamini

You began your career as a teller. What obstacles did you face as you worked your way up the career ladder?

Most of the obstacles I faced related to mergers or acquisitions. My original bank, Union Trust, has either merged or been acquired by four other institutions in the last 40 years. Each time, many of the relationships changed with key senior managers. Thus, leaders who knew my abilities often were no longer with the new bank, or worked in a very different role. This meant that I needed to re-establish my abilities with each new management team. The good news is that I always was successful. Every organization needs good leaders.

Another obstacle was my reluctance to relocate outside of Maryland. I love the Maryland market and made the conscious decision to stay here to raise my family. I have been asked to consider other markets with bigger opportunities, but that would have required relocation.

Regionally, 82 percent of job-seekers face three or more employment barriers. How can we help them navigate the challenges?

One thing is to help residents become aware of the resources that are available to them. For instance, through the Mayor's Office of Employment Development, the One Stop Employment Centers have resources such as counselors that can assist with some of the barriers. Residents that go to a One Stop Center can be referred

Ask an Expert showcases an innovator in the region who has a pulse on his or her industry. For Fall 2015, we sat down with Andrew Bertamini, president for the Maryland region at Wells Fargo and chair of the Baltimore Workforce Investment Board (BWIB), to ask him about workforce development and what it's like to go from bank teller to bank president.

for job training, receive help obtaining their high school diploma or General Education Development (GED), obtain government identification, as well as transportation assistance. I also think that better communication and collaboration with some of the nonprofits that provide some of these services to residents in the most vulnerable communities would help as well.

What's happening to middle-skills jobs — like bank tellers — with the growth of online banking? How does Wells Fargo identify opportunities for middle-skills workers?

Actually, face-to-face interaction is very important to bank customers, and our branch locations, and therefore our tellers, remain an important delivery channel. Our customers enjoy a variety of channels to do business with us: interactions with tellers, online and mobile banking, ATMs, and by phone. We consistently invest in our team members in a variety of ways — product and service training, plans for personal development, mentoring, as well as paths to careers. We value and support our employees as a competitive advantage, and strive to attract, develop, motivate and retain the most talented people we can find. What we want are people who care about customers and each other, and who work together as partners across business units and functions.

Your involvement in public service organizations is extensive. What draws you to projects such as the BWIB?

Baltimore has a concentration of people and communities that are resource-poor. While one could state that caring for the needs of the community is the role of elected officials, I believe that we all can play a role in helping our community. I have personally experienced and come to

know many good, hard working people of diverse backgrounds that are trying to pitch in. I'm always up for a challenge, but modest enough to understand that it takes resources, collaboration, teamwork and good communication to tackle big issues. I believe one of my strengths is convening groups of like-minded, action-oriented people who want to work together to address some of the challenges. What's the saying — "Many hands make the load light?" I'm particularly passionate about education and jobs because I think these are two critical needs for Baltimore.

The goal of the BWIB is to achieve sustained prosperity for Baltimore City. What does that mean for businesses and job-seekers?

For businesses, that means having good, qualified job candidates to fill vacancies. For job-seekers, it means having the education and training needed to be qualified, sought-after job candidates. The BWIB can be one of the conduits to accomplish this goal. We recently added some new board members that represent large employers in Baltimore. Our goal is to obtain feedback from employers about their job needs, as well as the skills needed to obtain those jobs. We'll then work with our nonprofit and education partners to ensure that there is the available training to match the needs. Finally, we'll create a continuous pool of candidates that can apply for the jobs. ■

CALL TO ACTION

Do you know someone dynamic who is willing to let us pick their brain about how we can improve the region? Great! Send your *Ask an Expert* nominations to: COGquarterly@baltometro.org

Schuh's management experience drives a new way of governing in Anne Arundel

When the Severn Inn, a waterfront restaurant in Annapolis, wanted to increase its seating, the issue was brought to the monthly land use meeting of Anne Arundel County officials.

An expansion of a restaurant inside the **Critical Area** and on a septic system requires four different county departments to sign off, and takes a lot of time and paperwork.

The meeting included officers from Inspections and Permits, Planning and Zoning, Administrative Hearings, Economic Development, Department of Public Works, Recreation and Parks, and Health. Together, the group hashed out about six months worth of work in about five minutes.

For **Anne Arundel County Executive Steve Schuh**, this was an “aha moment” as to the success of his management style thus far in his first term as the head of the county government.

“I’m a professional manager — my education and professional experience prepared me for this role,” Schuh said. “I knew coming into this job that I needed to fundamentally retool the way county government worked if we were going to save taxpayers money and improve efficiency.”

After his election, Schuh instituted monthly meetings of core groups among Anne Arundel County officials to address roadblocks and issues large and small at the beginning of his administration. Through these six core groups — land use, support, health and human services, education, constituent services and public safety — officials come together to share best practices, collaborate, communicate between departments and promote efficiency.



Anne Arundel County Executive Steve Schuh's monthly core groups meetings allow for more accountability and oversight. Photo: Anne Arundel County

The core groups meetings go beyond the realm of monthly cabinet meetings so that officials can work on issues of shared concern or provide input on an issue of a specific department, Schuh said.

“They’re encouraged to weigh in and share advice across departmental lines,” Schuh said.

Likewise, these meetings feed into Schuh’s five-point strategic vision for Anne Arundel County, which served as his campaign platform: to cut property taxes, build a stronger education system, increase public safety, reform the county government and clean up waterways.

“Our core groups have functioned well almost from the start,” Schuh said. “Our staff and other elected officials were eager to regularly sit down with their peers and me to work together to cut red tape and efficiently solve problems.”

After nearly 30 years as a businessman, most notably as president of Schuh Advisory, a private equity firm that specializes in starting new businesses, and then seven more serving as District 31 State Delegate, Schuh’s management experience spans both private and public sectors.

“County Executive Schuh’s management

style is much more inclusive than his predecessors,” said Speaker Michael E. Busch, who also works as an administrator for Recreation and Parks in Anne Arundel County. “He has been effective in reaching out to others in local government as well as elected office.”

The idea of core groups is to connect county departments where Schuh saw a disconnect, and to provide a forum where those who may not normally interact with one another could regularly communicate. For example, the meetings include participation from outside officials such as Anne Arundel Community College President Dawn Lindsay, Anne Arundel County Public Schools Superintendent George Arlotto, Sheriff Ron Bateman and State’s Attorney Wes Adams.

More importantly, the core groups allow for more accountability and oversight, Schuh said.

“Anne Arundel County is a \$1.4 billion corporation, and a county executive needs to have strong managerial and administrative skills,” Schuh said. “That’s what I do. I think people would say that they’ve been managed more intensely than before.”

The idea of core groups meetings gets to the heart of Schuh’s governing philosophy — increase communication and efficiency, solicit input from professional staff and prioritize the mandates expressed by constituents during the election.

When it comes to the decision-making, there are three tiers for Schuh, he said.

First, there are the decisions that Schuh said he thinks, as county executive, he has a mandate to make on his own, such as lowering



taxes and reforming county government, and therefore he defers less to his staff.

“I know what the public wants,” he said. “If I’m the only one behind the decision, that’s okay by me.”

Second, the core group meetings help Schuh reach decisions with roadblocks or issues where a mandate doesn’t necessarily exist but are worthy of a high level discussion amongst department heads. Cooperation during core group meetings is key in these situations to finding a resolution, Schuh said.

“This is where there’s a stronger need for a collaborative approach and staff input,” Schuh said.

Finally, Schuh isn’t afraid to admit that there are areas where he is less knowledgeable. When everyday issues arise in these areas, he defers to his staff to make the correct call, he said.

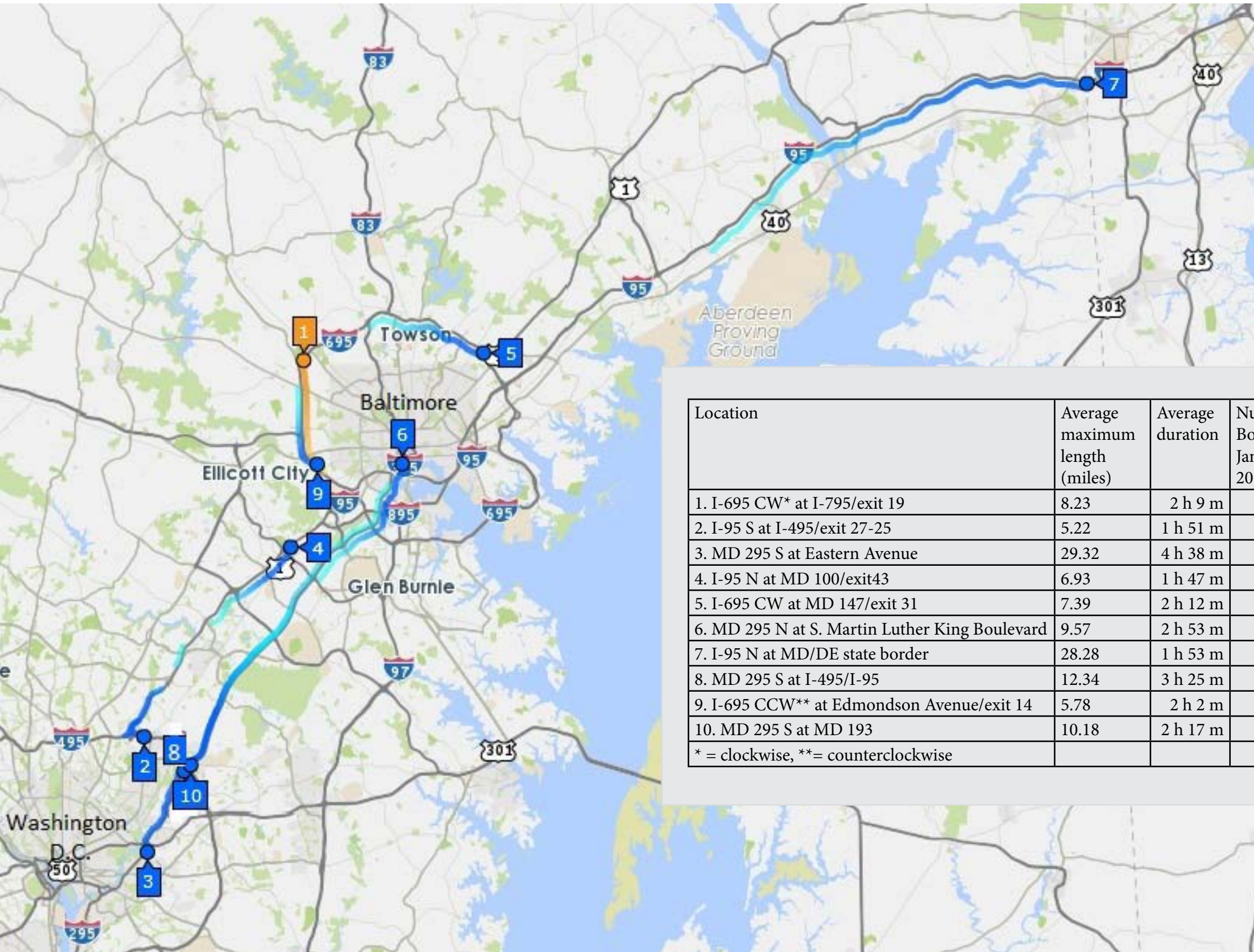
Former colleagues and elected officials have taken notice of the increased responsiveness and efficiency.

“As the Anne Arundel County Delegation Chair, I have enjoyed working with County Executive Schuh. The Administration has been very responsive to constituent concerns under Steve’s leadership,” said Delegate Pamela Beidle. ■

Schuh’s core groups meetings feed into his five-point strategic vision for Anne Arundel County: To cut property taxes, strengthen the education system, increase public safety, reform the county government and clean up waterways. Photo: Anne Arundel County

“I knew coming into this job that I needed to fundamentally retool the way county government worked if we were going to save taxpayers money and improve efficiency,” Schuh said.

Top 10 bottlenecks in the Baltimore region for the first quarter of 2015 include the usual suspects: I-695, I-95 and MD 295



Location	Average maximum length (miles)	Average duration	Number of Bottlenecks Jan.-March 2015
1. I-695 CW* at I-795/exit 19	8.23	2 h 9 m	184
2. I-95 S at I-495/exit 27-25	5.22	1 h 51 m	231
3. MD 295 S at Eastern Avenue	29.32	4 h 38 m	14
4. I-95 N at MD 100/exit43	6.93	1 h 47 m	130
5. I-695 CW at MD 147/exit 31	7.39	2 h 12 m	84
6. MD 295 N at S. Martin Luther King Boulevard	9.57	2 h 53 m	49
7. I-95 N at MD/DE state border	28.28	1 h 53 m	25
8. MD 295 S at I-495/I-95	12.34	3 h 25 m	28
9. I-695 CCW** at Edmondson Avenue/exit 14	5.78	2 h 2 m	95
10. MD 295 S at MD 193	10.18	2 h 17 m	43

* = clockwise, **= counterclockwise

We've all been there. Our commute is going fine and then — BAM — traffic jam. Say good-bye to the next 20 minutes.

Did you know that those traffic jams are called bottlenecks in transportation planning lingo? Bottlenecks occur for a wide variety of reasons: construction zones, weather, crashes or high volume of vehicles.

BMC produces quarterly bottleneck reports that show the top 10 worst consistent bottlenecks in the region. Staff works to make sure that they have the most accurate and up-to-date information on the region's bottlenecks so that they can work closely with partnering organizations around the region to identify why these bottlenecks occur and how we might fix them.

Bottleneck conditions are determined by comparing the current reported speed to the posted speed limit for each segment of road.

In the Baltimore region, reference speed is a maximum value of 65 miles per hour. If the reported speed falls below 60 percent of the reference, the road segment is flagged as a potential bottleneck.

Then if the reported speed stays below the posted speed for more than five minutes, the segment is confirmed as a bottleneck location.

And how does BMC get this information about speed? Our cellular phones, of course! As we move, they send a signal to satellites, making it easier to determine how fast the cellular phone is traveling in its vehicle.

BMC monitors the locations of these bottlenecks, their length and how long these sections of road stay congested. ■

A Positive Cycle of Economic Success



Photo: Baltimore County

McCormick & Company, the global flavorings and seasonings company, set out to find a location for a new state-of-the-art corporate campus.

A 15-month search included the study of 60 sites, spanning across Maryland and reaching from Delaware to Pennsylvania, Washington, D.C. and as far south as Virginia.

One of the key search criteria was the total appeal of an area — top-tier schools and workforce training, transportation amenities, neighborhoods and quality of life — all to aid in employee recruitment and retaining McCormick's talented workforce. After all, McCormick's campus would serve as a workplace for the best and brightest from around the world.

The community around the site would serve as the selling point just as much as the proposed acres of land.

In the end, **McCormick & Company Inc.** will remain in Baltimore County, moving its headquarters about two miles away from Sparks to a new corporate campus at the site of an old telephone company building in Hunt Valley. In the cut throat competition that is corporate recruitment, how did Baltimore County pull out a victory?

The McCormick & Company triumph is a prime example of how Baltimore County connects economic and workforce development by providing support to the business community to make sure that it continues to provide the jobs that drive the economy. Baltimore County works with the business community to listen to what

Story continues on Pages 16–19.

employers need, while simultaneously providing a talent pool of well-trained workers.

“As I meet with employers, they consistently tell me that jobs are available, but they need employees with a very specific set of skills to fill those jobs,” said Baltimore County Executive Kevin Kamenetz. “Baltimore County must serve the employment needs of its existing employers by nurturing a positive cycle of economic success: Companies fill job vacancies, grow and create more jobs.”

“Make the Best — Someone Will Buy It”

On April 28, 2015, McCormick & Company made the announcement that it would stay in Baltimore County, its home since the 1960s. The decision keeps a total of 2,100 McCormick employees in Baltimore County at its corporate headquarters, a Technical Innovation Center and two manufacturing plants. About 900 of these employees will work at the new Hunt Valley campus, which will merge operations from several Baltimore County locations in the Maryland I-83 corridor.

The new McCormick campus sits at the southwest corner of Shawan and York roads on 20 acres of land. Greenfield Partners LLC, of Westfield, Conn. will redevelop the site to include enhanced parking and a 339,000 square-foot, six-story building with open workspaces, training and technology rooms, and a cafeteria. The building will be LEED certified for sustainability, including a green roof.

The county will improve infrastructure all around to enhance pedestrian and vehicle safety and provide easier access to Hunt Valley Towne Centre’s shops, restaurants, movie theatres and business neighbors.

Sounds like the perfect site, right?



The new McCormick campus sits at the southwest corner of Shawan/York roads on 20 acres of land. Enhancements include a 339,000 square-foot six-story building. Photo: McCormick & Company

Perfection is what is demanded from McCormick’s corporate culture since it’s founding in Baltimore City in 1889, when the company began selling spices and flavorings door-to-door. McCormick’s slogan then could be its slogan today: We make the Best — Someone will buy it.

How do you make the best? By working with the best.

Since announcing the desire for a new corporate headquarters, recruiting and keeping a talented workforce was paramount to McCormick choosing a location. The company recruits from around the world and stated the need for a business environment and quality of life that helps attract the best and brightest. Good transportation, top-tier schools, neighborhoods and quality of life are factors that can make or break the ability to recruit the right employees, whether the coveted prospect just graduated from a university in Maryland, is considering a move from across the country, or has been working in manufacturing for 20 years on the other side of town.

Baltimore County met McCormick’s needs, from a range of housing choices to light rail that brings workers directly to McCormick’s manufacturing plants in

Hunt Valley.

New Vision, Strategic Approach and Accountability

In Baltimore County, McCormick also continues to have a partner in building and sustaining a pool of qualified workers. Throughout the years, Baltimore County has helped McCormick recruit many of its middle-skill workers for the company’s manufacturing and distribution centers in Hunt Valley. The partnership is a strategic one by Baltimore County.

In 2013, Baltimore County shifted the focus of economic development by combining the **Baltimore County Departments of Economic and Workforce Development** and having a more strategic approach to its Workforce Development Council.

Laurens “Mac” MacLure Jr., director of the Robert W. Deutsch Foundation and founder of Baltimore Arts Realty Corporation (BARTS), serves as the chair of the Workforce Development Council. The council provides policy guidance and supervision for the county’s workforce development system from an industry-led perspective and ensures that plans and programs correspond with the

“Baltimore County must serve the employment needs of its existing employers by nurturing a positive cycle of economic success: Companies fill job vacancies, grow and create more jobs,” Kamenetz said.

local business climate. The council also works to build partnerships with public and private sectors, nonprofits and other stakeholders to provide aid for workforce development.

“We will always have a need to employ qualified and talented people from this region to help our business grow,” said David Ascione, director of Global Talent for McCormick, who also serves on the Workforce Development Council’s Employer Engagement Committee. “To the extent that the Workforce Development Council can help cultivate that talent here locally, it’s a great

advantage for us as we try to fuel our business growth with local talent and position us for what’s ahead as we grow globally.”

In addition, the federal **Workforce Innovation and Opportunity Act**

of 2014 drives the bigger picture of the county’s economic and workforce development strategies: To develop workforce solutions from the needs of the business community and workers; to serve as an ever-improving one-stop center for employers and job-seekers; and to support the region and its communities.

“Our department is fully aligned to the workforce needs of our employers. The Workforce Development Council helps craft Baltimore County’s strategy. Our team goes to work implementing the plan, matching people to the family-supporting jobs businesses need,” said Will Anderson,

director of the Baltimore County Department of Economic and Workforce Development.

The goal of Baltimore County is to make its workforce development programs even more responsive. This will be achieved by listening to the business community to learn about its employment needs, and then helping to train future employees to achieve industry-recognized credentials that have value in the labor market. It also will be achieved by listening to job-seekers and then meeting their needs, no matter what education and skill level.

“This is not a ‘business as usual’ time. This is something where we have to pull all of our resources together and I think we can have a huge impact,” said Michael Leff, vice president of Civilian Segment at AT&T Government Solutions and a member of Baltimore County’s Workforce Development Council.

Customized Recruitment

Baltimore County successfully meets company needs, particularly in highly competitive sectors such as health care and customer service through customized recruitment. Job-seekers are screened by the county according to company details, holds job fairs and pre-interview candidates.

For example, when BD Diagnostics, a global medical device company with 1,600 employees in Sparks and Hunt Valley, seeks out new employees, the county’s career centers are able to tailor pre-screenings and outreach for potential employees who possess entry-level skills. This helps to ensure that recruits are highly qualified.

Others agree.

“Customized onsite recruitments have been highly successful for hiring,” said



Baltimore County Executive Kevin Kamenetz (right) meets with Will Anderson, director of the Baltimore County Department of Economic and Workforce Development (left). Photo Baltimore County

John Ridgeway, corporate manager at Toyota Financial Services. Baltimore County successfully helps the company hire county residents at its Owings Mills regional operations center.

Training for new careers

While seeking out the best of the best brings prominence and stability to companies and therefore regions, there remain those who are in need of skills that will help them launch new careers that are likely to yield family-supporting wages. The county also provides services to help train job-seekers for new careers. When the steel mill closed at Sparrows Point, the Baltimore County Department of Economic and Workforce Development provided immediate support, helping to transition the steel mill's last employees toward new careers. More than 600 steelworkers

came to job centers, sat down with a team from the county and started building new career plans. More than 500 of those people retrained and started new jobs, with another 100 finishing up training programs in high-demand fields such as commercial truck driving and HVAC installation.

The county also supports specialized training for middle-skills jobs, such as setting up a training program through the **Community College of Baltimore County** for diesel mechanics in response to a shortage. Before the training program's completion, half of the future certified diesel mechanics had job commitments from Middleton & Meade Co. and other area employers.

Overcoming barriers to employment

Still many job-seekers in Baltimore County must face and overcome a plethora of barriers to earn and maintain a job.

To combat these barriers to employment, the **U.S. Department of Labor's Workforce Innovation Fund** selected Baltimore County as the lead agency for an \$11.8 million grant to implement the Accelerating Connections to Employment (ACE) pilot program nationally.

The ACE program is a new model that targets low-skilled job-seekers through dynamic programs by incorporating academic advancement classes, training in employability, financial and computer literacy.

"With this grant, Baltimore County takes a leadership role in working with

"Most important, the program has the potential to change lives as parents, adults and youth who need a little extra support learn new skills that will lead to jobs" Kamenetz said.

business, foundation and training experts as they implement new ideas for America's workforce system," Kamenetz said. "Most important, the program has the potential to change lives as parents, adults and youth who need a little extra support learn new skills that will lead to jobs."

Students in the first two graduating classes received training from CCBC for dental assistant, logistics or utility installation technician, pre-apprentice construction and apartment maintenance certification. Participants in the program include those with limited English proficiency and low reading, writing and math skills.

To accelerate the learning process, each ACE class had two teachers; one basic

education teacher and one content specialist. The program also provides students with access to a career navigator and a job developer.

Successful economic and workforce development relies on a understanding of what businesses need and how a region can best meet those needs. Baltimore County's strategic vision paid off when McCormick announced it was building its new corporate campus, keeping hundreds of jobs in the region. This happy ending is a lesson in listening, in learning and in leadership. ■



Governor appoints Economic Alliance of Greater Baltimore CEO Tom Sadowski to Board of Directors

of knowledge and experience – especially in fostering and maintaining regional partnerships and promoting positive economic development initiatives. We look forward to working with him."

Tom Sadowski, president and CEO of the Economic Alliance of Greater Baltimore, joins the Baltimore Metropolitan Council Board of Directors as a representative appointed by Governor Larry Hogan.

"It is imperative that our planning efforts complement economic development activity as we work to promote prosperity in the Baltimore region," said Michael Kelly, executive director of the Baltimore Metropolitan Council. "In Tom Sadowski, BMC's Board of Directors gains a wealth

BMC works collaboratively with the chief elected officials in the region to create initiatives to improve the quality of life and economic vitality. BMC, as the Baltimore region's council of governments, hosts the Baltimore Regional Transportation Board, the federal metropolitan planning organization, and supports the regional jurisdictions by coordinating efforts in a range of policy areas including: housing, cooperative purchasing, environmental planning, emergency preparedness and workforce development.

Sadowski will serve on BMC's Board of Directors alongside Baltimore County Executive Kevin Kamenetz, who serves as the 2015 chairman, Baltimore City Mayor Stephanie Rawlings-Blake, Anne Arundel County Executive Steve Schuh, Carroll County Commissioner Stephen Wantz, Harford County Executive Barry Glassman, Howard County Executive Allan Kittleman, Maryland State Senator Bill Ferguson and State Delegate Stephen Lafferty.

State partnership of BMC's regional planning initiatives started in 1956 through the Maryland Department of Planning, and continues as recently as 2014 with the Maryland General Assembly updating the organization's requirements. ■



The six-story McCormick & Company headquarters will include an open workspaces, training and technology rooms, and a cafeteria. Illustration: Provided by Baltimore County



Baltimore County and the Opportunity Collaborative

The Opportunity Collaborative, a consortium of local governments, state agencies, universities and nonprofit organizations in the Baltimore region, released the Regional Plan for Sustainable Development in June. The plan brings together housing, transportation and workforce development in a menu of options for the Baltimore region to move forward toward economic prosperity and an increased quality of life.

The Baltimore Metropolitan Council provided the Opportunity Collaborative with technical and staff support through a \$3.5 million HUD Sustainable Communities grant.

Baltimore County has been putting these ideas into motion since the beginning of the Collaborative; Combining the departments of workforce and economic development, fast tracking completion of the region's only true transit oriented development at the Metro Centre in Owings Mills and opening the county's largest public library and a community college center at the station.

An update on the Opportunity Collaborative can be found on **Pages 20 and 21** of *COG Quarterly*.

RPSD will help Baltimore region to put federal standards for housing, workforce development into action

On June 8, the Opportunity Collaborative, a consortium of regional partners staffed and managed by BMC, released the **Baltimore Regional Plan for Sustainable Development (RPSD.)**

The development of the RPSD took more than three years and was funded through a \$3.5 million Sustainable Communities Regional Planning Grant from the U.S. Department of Housing and Urban Development. More than 250 people attended the release event at the Baltimore Museum of Industry, which featured remarks by **Harriet Tregoning**, principal deputy assistant secretary for the Office of Community Planning and

Development at HUD.

In addition to the RPSD, the **Opportunity Collaborative** created and published the first regional plans for housing and workforce development. Partners from across the region came together to develop the plans. Both the regional workforce development and housing plans contains specific policy recommendations designed to better the quality of life for everyone in the region.

While the release of the plan marks the culmination of three years and many hours of hard work and planning, the completion of the planning process is the beginning of the work. To that point, the question must be asked — What comes next?

As the Opportunity Collaborative developed the RPSD, the Maryland General Assembly passed legislation that gave new clarity and purpose to BMC's role as the Baltimore region's COG. Moving forward, BMC will work to coordinate long-term workforce development and housing planning for the region. It is in these specific areas that BMC will continue to take a lead role.

“Fair housing, accessible transportation options, proper workforce development — it's all connected and we must treat it as such if we want the Baltimore regional economy to grow and flourish,” said Delegate **Stephen Lafferty**.

“Fair housing, accessible transportation options and appropriate workforce development are all connected. We must treat them as such if we want the Baltimore regional economy to grow and flourish,” said Delegate Stephen Lafferty, who sits on the BMC Board of Directors. “I am confident that BMC is the right organization to motivate the region to collaborate to create a vision and action plan for a more accessible, sustainable, prosperous and livable Baltimore region.”

Housing

BMC has two standing committees focused on housing issues. The housing committee formed to help develop the regional plan. After its completion, the housing committee shifted focus to plan implementation and information sharing, and became an important gathering place for housing policy experts from both the government and nonprofit sectors. Prior to the development of the RPSD, local

government housing agencies formed the Regional Fair Housing Group. As the Collaborative moved through the RPSD process, the committee became permanent at BMC with a dedicated staff person.

In the last few months, a new HUD rule and a decision by the U.S. Supreme Court have placed new emphasis on the large role local government plays in housing and community development. Because of BMC's existing work, the region was ready not just for the challenges of these changes, but for opportunities that they present the local governments and residents.

“Through the Opportunity Collaborative, BMC helped our region's jurisdictions pool resources for the benefit of all our residents and, at the same time, provided invaluable support to the individual work we do in our own jurisdictions,” said Kathy Koch, executive director of Arundel Community Development Services.



More than 250 people attended the release of the Opportunity Collaborative's Baltimore Regional Plan for Sustainable Development at the Baltimore Museum of Industry on June 8. Photo: BMC staff

Workforce Development

On the workforce development front, leaders across the country are preparing for the implementation of a new federal law — the **Workforce Innovation and Opportunity Act**. Under WIOA, states will be required for the first time to develop workforce planning regions, which will need cooperation and coordination of local workforce areas and the development of regional plans.

As one of a handful of metropolitan areas in the country with an existing Regional Plan for Workforce Development, the Baltimore region and BMC, are primed to be a national model of regional cooperation. Baltimore's regional plan for workforce development has a strong emphasis on sector partnerships, career pathway analyses and data driven planning — all hallmarks of WIOA.

“As the council of governments for the Baltimore region, BMC is excited to play a role in coordinating local efforts and put the Regional Plan for Workforce Development into action,” said Michael Kelly, executive director of BMC.

BMC looks forward to a continued partnership with the region's local workforce investment areas, the **Maryland Department of License, Labor and Regulation**, community colleges and the host of nonprofit agencies who make up the workforce system.

The Opportunity Collaborative

The RPSD was never intended to be a sweeping blueprint for reform. Rather, the document is a comprehensive menu of policy and investment strategies that will have a meaningful and positive effect on the region. The implementation of these strategies is partly a function of regional priorities and available resources, but it is also a function of cooperation and coordination.

The real strength of the RPSD is not the policy analysis and data. In truth, the strength of the RPSD is the consortium that developed it — the Opportunity Collaborative. The Collaborative was a broad coalition of more than 25 partners from across the region. During the planning process the Collaborative allowed our region's experts to work across planning silos to develop truly holistic plans that were driven by a wide range of community voices.

As BMC evolves into its broader public policy role, the Collaborative will remain an important partner in planning and development in the region. Aside from the standing housing and workforce committees, the form the Collaborative will take has not been determined, but the work of the last three years has made clear the importance of this partnership. ■



(Left to right) Scot Spencer, of the Annie E. Casey Foundation, Michael Kelly, of BMC, and Bill Cole IV, of the Baltimore Development Corporation, spoke during the release of the Collaborative's RPSD at the Baltimore Museum of Industry on June 8. Photo: BMC staff



B'more Involved promotes civic engagement in our region's transportation, planning, environmental justice and equity. This important information is a great way for you to learn more, stay up-to-date on important events, news, and, of course, let you know how you can B'More Involved!

maximize2040
PERFORMANCE-BASED TRANSPORTATION PLAN

01 SEPT - 15 OCT
Maximize2040 public comment period
The BRTB seeks public comments on the draft of the next long-range transportation plan. Meetings will be held on the below dates.

15 SEPT
★ Howard County
George Howard Building, Ellicott Room 3430 Courthouse Drive Ellicott City, MD 21043
TIME: 6-8 p.m.

21 SEPT
★ Carroll County
Carroll County Office Building, Room 003 225 North Center Street Westminster, MD 21157
TIME:

28 SEPT
★ Harford County
Harford County Emergency Operations Center 2220 Ady Road Forest Hill, MD 21050
TIME: 6-8 p.m.

30 SEPT
★ Anne Arundel County
Annapolis High School, Cafeteria 700 Riva Road Annapolis, MD 21401
TIME: 5-8 p.m.

07 OCT
★ Baltimore County
Baltimore County Planning Department Hearing Room 1st Floor, Jefferson Building 105 W. Chesapeake Ave Towson, MD 21204
TIME: 7-9 p.m.

12 SEPT
Anne Arundel County Emergency Preparedness Expo
Learn how to prepare your home and family for an emergency from 10 a.m. to 2 p.m. at the Marley Station Mall, Parking Lot B

17 SEPT
PARK(ing) Day
An annual worldwide event where people get creative and transform metered parking spots into public parks for a day.

13 SEPT - 19 SEPT
Child Passenger Safety Week
An educational campaign by the National Highway Traffic Safety Administration, which includes National Seat Check Saturday on **Sept. 19** at sites around the region.

22 SEPT
World Car Free Day
Give your car a day off! World Car Free Day promotes the improvement of public transit and facilities for cyclists and pedestrians.

27 SEPT
22nd annual Tour du Port
Take a tour around Baltimore City, while raising money for local bike advocates. Join other cyclists, 7 a.m. to 3 p.m. at the Canton Waterfront Park in Baltimore City.

28 SEPT
GBC Transportation Summit
Renaissance Baltimore Harborplace Hotel 202 East Pratt Street Baltimore, MD 21202
TIME: 7:30-9:30 a.m.

29 SEPT
Connect Harford 2015
APG Federal Credit Union Arena, 8 a.m. to 1 p.m.

6 OCT
Workshop: Carroll County Businesses for Clean Water
Protect water quality and prevent issues for your business. This workshop is free and will take place at Carroll Community College, Room M-157, 4:30-7 p.m.

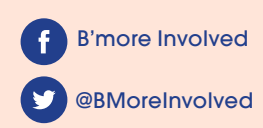
7 OCT
Walk to School Day
A worldwide event that promotes year-round safe routes to school.

05 OCT - 09 OCT
Drive Safely Work Week
Employers should promote safe commuting among employees.

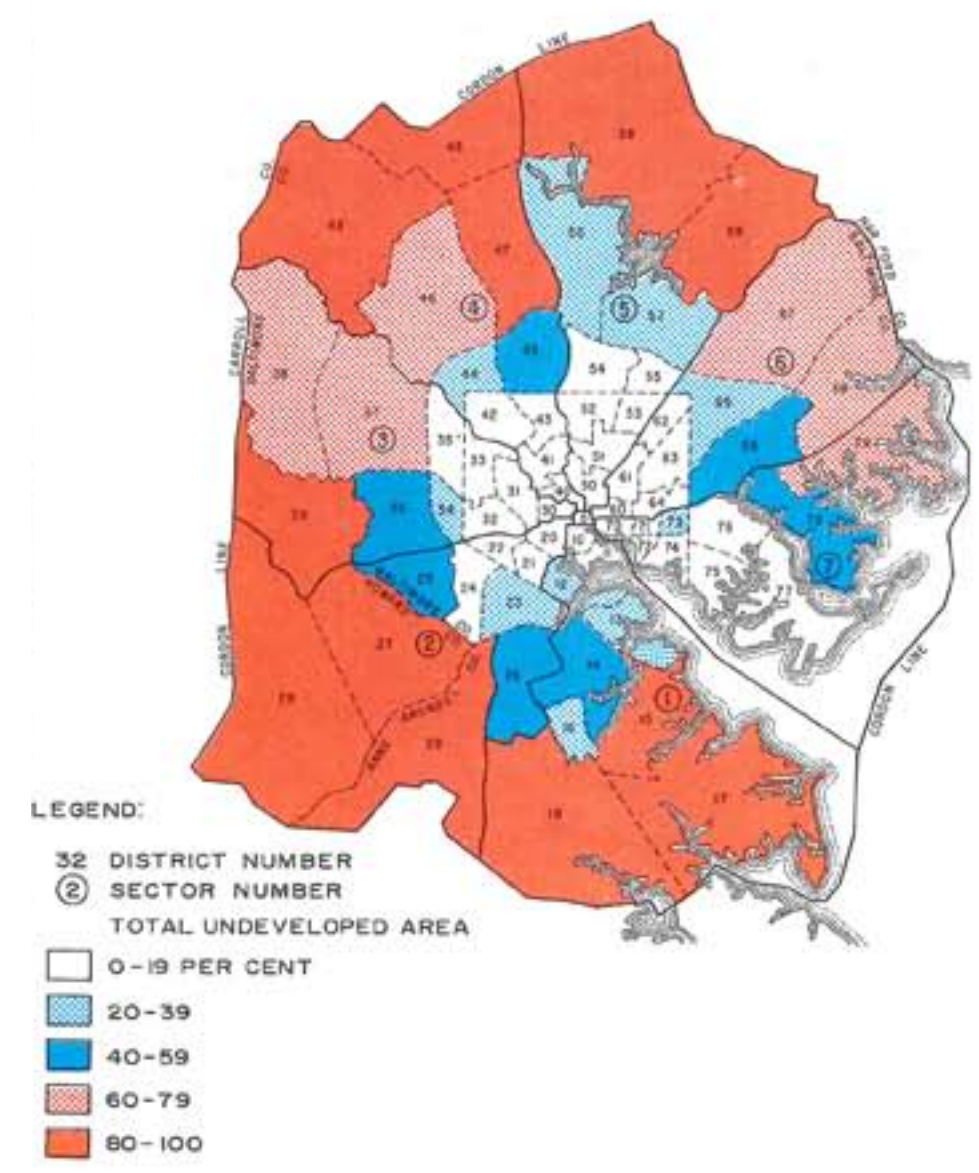
05 OCT - 11 OCT
National Work From Home Week
Skip the commute and save time and money through Telework Baltimore.

18 OCT
Bike AAA Lifeline 100
Newbie and experienced cyclists are welcomed for this event, which features road and trail rides from 15 to 100 miles.

B'More connected to B'more Involved:



1964 BALTIMORE METROPOLITAN AREA TRANSPORTATION STUDY



DISTRIBUTION OF UNDEVELOPED LAND BY TRAFFIC DISTRICTS
BALTIMORE AREA
1962

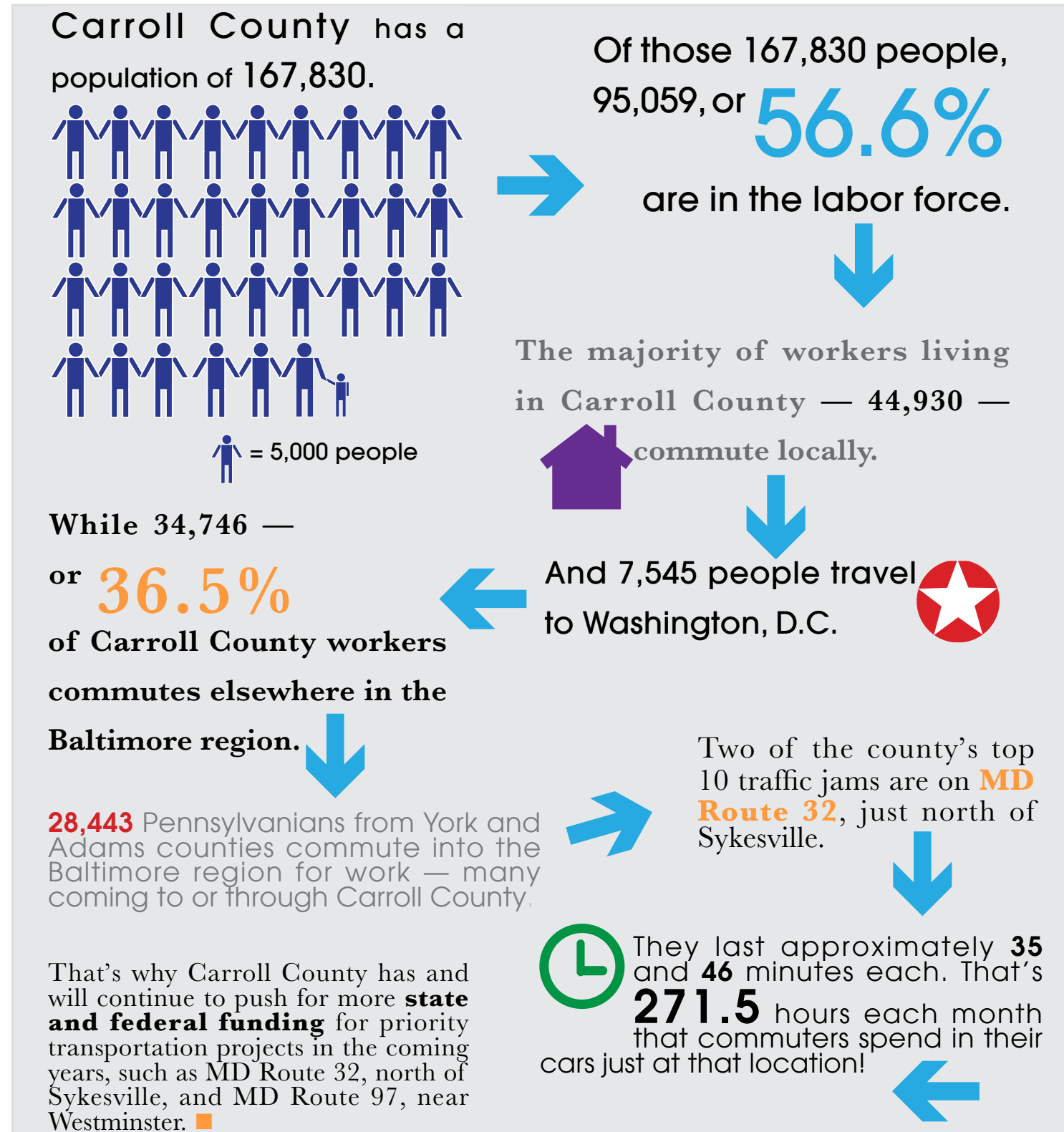
BMC's office is home to thousands of Baltimore regional documents going back decades. *From the Vault* seeks to provide context for the Baltimore region's current conditions and plans by highlighting those plans, photos, maps and other documents previously constructed. — Plus, we think they're pretty cool.

This first *From the Vault* features a map from the 1964 Baltimore Metropolitan Area Transportation Study by Wilbur Smith and Associates. It shows the enormous amount of undeveloped land in the Baltimore region in 1962. ■

BY THE NUMBERS

Carroll County Traffic and Commute

When we think of Carroll County, we picture 453 square miles of rolling hills, streams, agriculture and Main Street Westminster. But with regional employers like Jos. A. Banks, Penguin Random House and McDaniel College, Carroll County has significant traffic and travel demands that will need to be met in the near future. Let's take a look at Carroll County's commute and traffic *By the Numbers*:



Information above comes from the American Community Survey (ACS) and the Baltimore Metropolitan Council.

NOTABLE & QUOTABLE



B'More connected to BMC:

Baltimore Metropolitan Council

@BaltoMetroCo

“This region, just like metropolitan areas across the country, is a product of constantly shifting dynamics: global economic forces, past discriminatory practices such as redlining, racial zoning and restrictive covenants, growing racial and ethnic diversity, and pockets of both great opportunity and concentrated poverty. The result of these challenges is untapped potential, a shortage of a skilled and mobile workforce, and the high social costs of trying to bridge a large wealth and achievement gap.”

— **Harriet Tregoning**, principal deputy assistant secretary with the Office of Community Planning and Development Resilience at the U.S. Department of Housing and Urban Development

“All across Maryland there is a lack of transportation and a lack of understanding that we have to subsidize transportation to get the workers there. There are people out there that can do the job, but they just can't get there.”

— **Pamela Brown**, executive director of the Anne Arundel County Partnership for Children Youth and Families, said in the study.

“Metropolitan areas can situate themselves economically. They can understand who they are, how they are special, what they invent and trade, and whom they trade with and then decide to measure what matters by charting progress, keeping score, and assessing effort

— **Bruce Katz and Jennifer Bradley**, “The Metropolitan Revolution”