

MAKE IT IN MARYLAND

**Building A More Inclusive,
Thriving Economy**

ben
jealous
FOR GOVERNOR



Dear Marylanders,

Under Larry Hogan, Maryland is losing ground to other states who are now much further along in transitioning into a 21st century economy. According to the 2017 New Economy Index, which measures competitiveness on indicators like digital economy, innovation capacity, and economic dynamism, Maryland is quickly dropping in the rankings and now ranks behind Virginia for the first time ever since 1999.¹

Our economy lacks direction and despite the governor's claims of economic growth, Maryland continues to lose our startups and Fortune 500 companies while underperforming in job and wage growth. Marylanders are seeing less wage growth than the U.S. average and over \$8,000 less than Virginians. Maryland's job growth numbers over the last year are the worst in the region.

Maryland's economy can and will do big things again, but it will take having a governor with vision and the ability to build new, transformative coalitions across our state. I know the importance of "Making it in Maryland," which is why as governor, I'll leverage strategic advantages in technology, education, proximity to the federal government, and access to global markets to attract new industries, better retain and grow the businesses we already have, and ultimately ensure more prosperity reaches every corner of our state

And as we build a new era of prosperity for Maryland, we will finally ensure that no one is left behind by focusing on ensuring a living wage for all workers, steady investments in educating our youth and cultivating entrepreneurs and providing more opportunity to marginalized members of society, particularly those who were incarcerated.

As a civil rights leader and businessman, I know how to create good paying jobs and truly build an inclusive economy for all Marylanders. I have the vision, knowledge, and experience to create a Maryland economy that is growing again, that is leading again, and where Marylanders in every corner of the state prosper.

Ben Jealous

As a civil rights leader, community organizer, and jobs creating investor, Ben Jealous will build a more inclusive and prosperous economy for all Marylanders. Ben's policies will aggressively fight entrenched poverty, jump start investments in new industries and entrepreneurs, and ensure the underemployed, unemployed, and hard to employ can fully participate in Maryland's economy.

As a candidate for governor, Ben has already released detailed plans to help unleash innovation and entrepreneurship in Maryland. If elected, he will raise the minimum wage, ramp up re-entry programs and jobs training, and ensure that underfunding of education and inadequate healthcare do not create economic barriers for Marylanders.

Each plan Ben has and will release builds toward Ben's "Make It In Maryland" agenda outlined in this proposal, including:

- **Medicare For All:** Ben is the only candidate to release a comprehensive plan for state based single payer healthcare. This system would help to unleash entrepreneurship because small businesses and entrepreneurs would no longer be burdened with rising and unpredictable healthcare costs.
- **Education As A Economic Pipeline:** Ben has released comprehensive plans to ensure Maryland's schools are the biggest pipelines for workers looking to enter high demand professions in Maryland. His proposals would ensure universal pre-k paid for by legalizing, taxing and regulating marijuana for adult use. In addition, his policies would expand vocational training in high schools so that every child graduates ready for a career and provide tuition assistance for Marylanders who pursue higher education for in demand professions.
- **Criminal Justice Reform:** Ben is the only candidate to release a comprehensive criminal justice reform plan. The plan would save taxpayers more than \$600 million annually through initiatives aimed at ending mass incarceration. Included in the plan are initiatives aimed at improving opportunities for returning citizens so that they are better prepared for the workforce upon reentry into society.
- **Great Cities:** Maryland has many strengths, but our economic development approach needs an overhaul, with an eye towards better coordinating resources to deliver results for Marylanders. Ben Jealous has released a great cities plan to achieve this, focusing on workforce development, infrastructure and modern transportation to both create and connect more residents in our urban centers, and initiatives that would address our affordable housing crisis.
- **Environmental Agenda:** As governor, Ben Jealous will push for Maryland to achieve 100% reliance on clean energy as quickly as possible, in the process building and expanding a new industry to employ more Marylanders. His plan will also create jobs cleaning up local waters and the Chesapeake Bay, as well as improving in our public transportation infrastructure to help Marylanders get to work curbing not just traffic but air pollution from commuters.

In short, Ben's Make It In Maryland agenda will leverage Maryland's many strengths into new industries while preparing more Marylanders for the jobs we already have here.

Raise the Minimum Wage To \$15

As Governor, Ben Jealous will put more money in the pockets of Maryland's workers with a \$15 statewide minimum wage

Raising Maryland's minimum wage to \$15 per hour would give Maryland workers a much-needed boost. At the current state minimum wage, Maryland's working families are falling further behind as their basic costs continue to rise. A Jealous administration would provide a decent quality of life for all Marylanders by increasing the minimum wage to \$15 by 2023 and gradually eliminating the subminimum wage for tipped workers. Subsequent increases will be tied to the state median wage which will do more than only help households to keep up with rising costs as tying the minimum wage to inflation would. Our state's lowest-paid workers' earnings will keep pace with those of the typical Maryland worker—and Maryland workers will finally see an improvement in their quality of life.

A. A \$15 minimum wage would boost earnings for 573,000 Maryland workers

It's time for Maryland's working families to get a raise. Increasing the minimum hourly wage to \$15 by 2023 would lift the pay of 573,000 workers. The minimum rate would increase from \$10.10 (effective July 2018) to \$15 in 2023 and, for tipped workers, from \$3.63 to \$15 by 2026. The wage increase would directly affect 468,000 workers (18% of the workforce). It would indirectly affect an additional 105,000 workers (4% of the workforce) who would benefit from a spillover effect when employers—to attract and retain workers—raise wages for those earning close to, but still above, the minimum wage. In aggregate, the minimum wage increase would generate \$2.6 billion in additional wages for Marylanders over the phase-in period. Upon the full phase-in of the \$15 minimum rate, the average affected worker who works all year would earn \$4,600 more per year for the first year—a sizable improvement for workers earning as little as \$20,080 per year before the increase. As noted later in this plan, studies have found that cities and states who raised wages saw that this injection of wages as lower-paid workers spend their extra earnings translated into greater business activity and job growth.

Estimated effects of raising the Maryland state minimum wage to \$15 by 2023

Simulated minimum wage schedule	Nominal increase	Cumulative real increase from 2018 MW (2017\$)	Estimated workforce ¹	Directly affected ²	Indirectly affected ³	Total estimated affected workers	Total affected as % of all workers	Cumulative change in total annual wages in this step after minimum wage increase (all workers) (nominal \$) ⁴	Total annual wages in this step after minimum wage increase (2017\$) ⁵	Cumulative change in average annual wages in this step after minimum wage increase (all workers) (nominal \$) ⁴	Total annual wages in this step after minimum wage increase (rounded 2017\$) ⁵	
7/1/2018*	\$10.10											
2019	\$11.00	\$0.90	\$0.86	2,557,000	268,000	51,000	319,000	12.5%	\$466,659,000	\$446,140,000	\$1,465	\$1,400
2020	\$12.00	\$1.00	\$0.93	2,568,000	360,000	84,000	444,000	17.3%	\$1,036,658,000	\$968,005,000	\$2,333	\$2,200
2021	\$13.00	\$1.00	\$0.91	2,579,000	395,000	98,000	493,000	19.1%	\$1,725,087,000	\$1,572,908,000	\$3,498	\$3,200
2022	\$14.00	\$1.00	\$0.89	2,590,000	412,000	123,000	535,000	20.7%	\$2,390,158,000	\$2,128,506,000	\$4,470	\$4,000
2023	\$15.00	\$1.00	\$0.87	2,602,000	469,000	105,000	573,000	22.0%	\$3,015,539,000	\$2,623,068,000	\$5,262	\$4,600
Total	\$4.90	\$0.87	2,602,000	469,000	105,000	573,000	22.0%	\$3,015,539,000	\$2,623,068,000	\$5,262	\$4,600	

Notes:

1. Total estimated workers reflect persons who were 16 years old or older, employed, but not self-employed, whose place-of-work is in the state of Maryland, and for whom a valid hourly wage can be imputed from annual wage earning, usual hours worked per week, and weeks worked in the previous year. Some workers may be residents of other geographies. Estimates account for separate minimum wages in Montgomery County and Prince George's County. Some workers indirectly affected in earlier steps will be directly-affected in later steps thus the step five demographics describe all workers affected as a result of the increases.

2. Directly affected workers will see their wages rise as the new minimum-wage rate will exceed their current hourly pay.

3. Indirectly affected workers have a wage rate just above the new minimum wage (between the new minimum wage and the new minimum wage plus the dollar amount of the increase in the previous year's minimum wage). They will receive a raise as employer pay scales are adjusted upward to reflect the new minimum wage.

4. Total annual amount of increased wages for directly and indirectly affected workers. Each year is cumulative of all preceding years. Values reported in both nominal dollars and constant 2017\$

5. Average change in annual income for affected workers in each step versus their annual income in the counterfactual scenario where the minimum wage did not change. Each year's value is cumulative of all preceding years. Values reported in both nominal dollars and constant 2017\$

Population growth assumptions: 0.438% annual population growth based on annualized growth rate of the Maryland department of planning's labor force projections for 2015-2025. Available at: http://www.mdp.state.md.us/msdc/S3_Projection.shtml

Wage growth assumptions: Assumed annual nominal wage growth of 2.5% (the average rate of wage growth for the bottom 20 percent of Maryland workers from 2014 to 2016, according the CPS-ORG microdata) prior to the first simulated minimum wage increase, i.e., from 2016 (the data year) to 2019. In subsequent steps, wages are assumed to grow at the projected pace of national consumer price inflation, plus 0.5%, per the Congressional Budget Office's June 2017 Projections: 2.8%, 2.9%, 2.9%, and 2.9% in the years 2019, 2020, 2021, and 2022 respectively.

Source: EPI analysis of American Community Survey microdata (2016) and CBO Economic Projections (June 2017).



Our state's lowest-paid workers do not fit the stereotype presented by opponents of the minimum wage increase. Marylanders affected by the increase are not teenagers working part-time: 90% are at least 20 years old, more than three in five (64%) work full time, and more than half (55%) are women. On average, they provide more than two-fifths (43%) of their families' income and 127,000 are the sole providers for their families. This income boost will have far-reaching effects—benefiting an additional 273,000 Maryland children in families who will see a pay raise. This would bring the total number of beneficiaries to 846,000 Marylanders (excluding adult family members whom minimum wage workers may be supporting).

This proposal will also improve family well-being. Recent research reveals the positive impact of higher incomes (resulting from minimum wage increases) on multiple measures: decreased poverty, lower rates of child abuse and neglect, and improved outcomes in many categories: infant health, improved adult health, overall health and well-being, educational outcomes, and graduation rates.

B. Marylanders have fallen behind—the need for the \$15 minimum wage

Maryland's last legislated increase in 2014 was not large enough to reverse the minimum wage's erosion since the 1980s. At \$10.10 per hour (as of July 1, 2018), the value of our state minimum wage will continue to erode—leaving Marylanders to struggle in the face of rising costs.

The portrait of life for Maryland's working families reflects national trends. A recent Economic Policy Institute (EPI) analysis revealed that, had the federal minimum wage kept pace with the past five decades' growth of productivity and of the economy, it would have been more than two-and-a-half times the current federal minimum wage. Instead, the doubling of average labor productivity since the late 1960s coincided with declining or stagnant wages and declining hourly pay in real terms for low-wage workers (after 1979).

Like low-wage workers nationwide, many Marylanders have not shared in decades of growth for our state and the national economy. Our state's economy produced 75% more output for each hour worked in 2016 than in 1979—but inflation-adjusted hourly wages for a typical Maryland worker increased only 13% in the same period (a 0.3% annual growth rate) and the minimum wage grew less than 1%. Between 1979 and 2014, the share of wage-adjusted incomes of the top 1% doubled—to 14.5% of all income in our state. Since the Great Recession, incomes of the wealthiest Marylanders grew, capturing all income growth from 2009 to 2013. An Oxfam America/EPI study revealed that, with an average income of \$396,992, the top 5% of Maryland households hold more than a fifth (20.5%) of household income in the state, while the bottom 20% (whose average household income is \$16,748) hold only 3.5% of Maryland's household income. The resulting unprecedented inequality is not inevitable—it is the result of deliberate policy choices that shifted power from Maryland's working families to corporations and the wealthiest Marylanders. A bold increase would reverse much of the rising inequality marring these lost decades for Maryland workers.

Increased inequality amid rising costs means that too many Marylanders earn too little to support their families. Almost a third (33.1%) of Maryland workers earn less than \$15 per hour and almost a quarter (22.5%) earn less than \$12 per hour. Ben Jealous' commitment to the \$15 minimum wage will reverse these trends.

Workers affected by raising the minimum wage to \$15 by 2023

Directly Affected Workers	468,000
Indirectly Affected Workers	105,000
Total Affected	573,000
Women	317,000
Men	256,000
Married Parents	99,000
Average share of family income earned by affected workers	43%
Children whose parents will get a raise	273,000
Sole Providers	127,000
Share of affected workers who are sole providers	22%
Share of affected workers who work full time	64%

Source: <https://policy-practice.oxfamamerica.org/work/poverty-in-the-us/low-wage-map/scorecard/?state=MD>

Even at \$10.10 per hour (in July 2018), Maryland’s minimum wage is not enough to cover a basic standard of living anywhere in the state. According to EPI’s Family Budget Calculator, in Somerset County (one of the least expensive counties in Maryland), a single individual with no children needs an annual income of \$32,554 (\$15.57 per hour at a full-time job year-round in 2017) to afford a “modest, yet adequate” living standard, without leaving room for additional savings. At \$15 per hour five years from now, Ben’s proposed minimum wage increase is a conservative goal for improving the lives of Maryland’s lowest-paid workers.

Basic Needs Budget in Select Maryland Counties: 1 adult and no children

County	Basic-needs annual income (2017 dollars)	Basic-needs minimum hourly wage (2017 dollars)
Somerset	\$32,554.00	\$15.65
Allegany	\$33,348.00	\$16.03
Anne Arundel	\$44,678.00	\$21.48
Prince George's	\$45,479.00	\$21.86
Howard	\$46,334.00	\$22.28
Frederick	\$48,362.00	\$23.25

Source: Economic Policy Institute 2018 Family Budget Calculator

Comparing Maryland's minimum wage to the state's median wage, at \$10.10 per hour in (July 2018), the minimum wage will be roughly 37% of the state's median wage. Assuming conservative median wage growth over the next 5 years, a \$15 minimum wage in 2023 will equal 47.6% to 49.3% of the state's median wage—still lower than the national ratio of 52% in 1968 (the historical high point of the federal minimum wage). With a \$15 statewide minimum rate and indexing to the median wage, my administration will guarantee that the lowest-paid workers maintain a significant improvement in their quality of life.

C. Characteristics of workers affected by raising Maryland's minimum wage

Marylanders affected by Ben Jealous' proposed minimum wage boost contradict the myth perpetuated by opponents of an increase. The typical worker affected by the increase is an adult woman working full-time—many are parents and have some post-secondary education. Of Maryland workers who would benefit from a \$15 minimum wage:

- more than half (54.5%) are women—1 in 4 working Maryland women would get a raise;
- nine in 10 are at least 20 years old; almost 2 in 5 (37%) are at least 40 years old;
- half have some post-secondary education: 35% with some college or an associate's degree, and an additional 15% with at least a bachelor's degree;
- half are people of color: 30% are black, 12% are Latino, and 5% are Asian;
- almost one-third are parents;
- 92,000 live below the federal poverty line and an additional 110,000 have family incomes less than twice the federal poverty line;

- significant numbers reside in every part of our state:
 - 290,000 Central Maryland residents;
 - 114,000 Capital Region residents;
 - 60,000 Eastern Shore residents;
 - 36,000 Southern Maryland residents;
 - 31,000 Western Maryland residents.

2. Guarantee annual minimum wage increases and ensure parity for tipped workers

A. Indexing the minimum wage

Ben Jealous would index the minimum wage to the state median wage after reaching the \$15 minimum rate. This indexing will prevent the minimum wage's further erosion, which was a key driver in rising inequality since 1979, and will ensure that the lowest-paid Marylanders can afford more than only the basics each year. This higher standard would guarantee that our state's lowest-paid workers share in wage growth that the typical Maryland worker sees as a result of technology developments and productivity improvements. It would also avoid the pitfalls of pegging the minimum wage to price indices that are volatile, changing with food and energy price spikes and dips driven by temporary events. Recent EPI research emphasized that, relative to price increases, wages are more stable (and their growth as fast, or faster) over time and are more predictable for employers and employees. The federal Raise the Wage Act of 2017, sponsored by U.S. Senator Bernie Sanders, recognized this by tying the minimum wage to the median wage after the scheduled increase to \$15.

B. Equal treatment for tipped workers

Tipped workers stand to gain the most from this proposal to lift their pay gradually to \$15 per hour by 2026. Historically, our state set the minimum wage for tipped workers at half the full minimum wage—though insufficient, it would still increase with other minimum pay raises. But during the debate over Maryland's last minimum wage increase, corporate interests won as lawmakers froze the minimum wage for tipped workers at \$3.63 per hour (and exempted amusement parks from the state minimum wage through the "Six Flags Amendment"). By law, employers must make up the difference when workers' tips do not bring their pay up to the regular minimum wage (\$10.10 per hour in July 2018). However, in practice, many employees do not receive the full pay. This tip penalty (also called a "tip credit" in the federal Fair Labor Standards Act) originated after the Civil War when employers wanted to avoid paying African American service workers—paying them only tips for their labor. Eight states have already ended this disparate treatment for tipped employees by requiring employers to pay them the regular minimum wage before tips.

The subminimum wage for tipped workers also maintains gender and racial pay inequities, encourages sexual harassment in tipped industries, and relegates more tipped workers to poverty (relative to "equal treatment" states with the regular minimum wage for all workers). Because tipped workers in our state must rely on tips to boost their wages from Maryland's \$3.63 subminimum wage, they—fearing low tips—are at a higher risk of mistreatment from customers. The majority of tipped employees work in the accommodations and food service industry, which, from 2005 through 2015, had more sexual harassment cases before the U.S. Equal Employment Opportunity Commission than any other industry. A study in the *Journal of Applied Social Psychology* also revealed discriminatory practices in tipping—white service workers receive larger tips than black service workers for the same service quality.

Poverty rates of tipped workers, non-tipped workers, and waitstaff/bartenders by state tipped minimum wage level

From <https://www.epi.org/publication/testimony-of-david-cooper-before-the-maryland-senate-finance-committee-in-support-of-sb-543/>

	Low (\$2.13)	Mid (Between \$2.13 and regular min. wage)	Equal treatment (Regular min. wage)
Not tipped	6.70%	5.70%	6.20%
All tipped workers	14.80%	13.50%	11.70%
Waitstaff & bartenders	18.50%	14.90%	11.10%

Source: EPI analysis of Current Population Survey Annual Social and Economic Supplement microdata, 2013-2015

Examining poverty rates for tipped workers across states reveals the impact of subminimum wages. States with the federal \$2.13 subminimum rate for tipped workers, 18.5% of waitstaff and bartenders are in poverty. In equal treatment states (where tipped workers earn the regular minimum wage before tips), only 11.1% of waitstaff and bartenders are in poverty. Analysis across states also shows that guaranteeing tipped workers the regular minimum wage is good for business. Despite restaurant industry claims, full-service restaurants in equal treatment states have experienced stronger growth in the number of establishments and the number of jobs than in states with a lower wage floor for tipped workers.

Our state's current minimum pay law also places tipped employees at the mercy of unfair federal rule changes. Recently, the Trump administration proposed a U.S. Department of Labor rule that would have allowed employers to steal workers' tips—restaurants could take the tips that servers earn and share them with untipped employees (e.g., dishwashers and cooks). Under the proposal, employers could legally keep those tips as long as tipped workers earn the minimum wage. Nationwide, if this rule took effect, tipped workers would lose \$5.8 billion in wages per year; Maryland's tipped workers would lose \$127.3 million per year. These losses would inflict significant harm on tipped workers and their families—and on the overall economy—in our state and across the country. Upon passage of the administration's omnibus spending bill for fiscal year 2018, tipped employees averted a portion of the economic damage: The law includes a provision that, though still allowing pooling of tips among employees, prohibits restaurant owners, supervisors, and managers from taking any of servers' tips. Even with these restrictions, this tip-pooling arrangement could have negative consequences for tipped employees and the U.S. economy. My administration would ensure that tipped workers keep the tips that they have earned; requiring the same minimum wage for all Marylanders (tipped and non-tipped) will make tipped industries (especially restaurants) more equitable.

Currently guaranteed only \$3.63 per hour, tipped workers in Maryland must rely on the goodwill of customers to receive adequate pay. With one fair minimum wage for all Marylanders, my administration would ensure that tipped workers earn a decent base wage that cannot change

at the whims of restaurant owners or their surrogates, customers, or a tightfisted federal administration. Government can and should do more to reduce gender and racial pay gaps and to end sexual harassment in the workplace—requiring a uniform minimum wage for all employees would be a significant step toward justice for tipped workers.

3. Strengthen the minimum wage enforcement system to ensure that Marylanders receive the wages they've earned

Many employers attempt to skirt minimum wage laws—paying less than the minimum wage, violating overtime rules, forcing employees to work through meal breaks, not paying employees for off-the-clock work, taking illegal deductions or not distributing pay stubs, taking tips from employees or failing to pay workers the difference between their tips and the legal minimum wage, and misclassifying employees as independent contractors. Recent research found that, in the 10 most populous states, 2.4 million workers lose \$8 billion per year (an average of \$3,300 annually for year-round workers—almost a quarter of their earned wages) due to minimum wage violations. Though the study did not include Maryland, it is reasonable to assume that workers across our state experience a similar extent of wage theft. The high cost of violations ripples across the wider economy—pushing more workers into poverty and increasing their reliance on public assistance, harming our state and local economies, and forcing wages down in affected industries. Our state – with its Joint Task Force on Workplace Fraud, clear tests for determining employee status, and sector-specific approaches which target industries with rampant independent contractor abuses—fortunately has strong enforcement tools in place. But we can do more to enhance the current enforcement system.

A. Paystub requirements

Maryland currently does not have a requirement that employers must provide paystubs with details that would make it easier to detect wage theft. Last year, Maryland Delegate Brooke Lierman introduced the Paystub Transparency Act of 2017, which would require employers to provide paystubs that specify workers' earnings, hours, and employer name. A Jealous Administration would enact this measure to give employees and state inspectors the tools to prevent and end wage and hour violations.

B. Public education about wage complaints

Maryland's Wage Payment and Collection Law establishes workers' rights in receiving wages and the Maryland Lien for Unpaid Wages, effective October 2013, allows employees to file liens against the property of employers who owe unpaid wages. A Jealous Administration will expand public education about the complaint system and the lien for unpaid wages to ensure that Maryland workers receive their entitled wages.

C. Model state and local enforcement partnerships

Cities and counties nationwide have increased their own minimum wages above the state and federal levels to ensure a basic standard of living for workers in their jurisdictions. In our own state, Montgomery and Prince George's Counties have passed their own minimum wage increases. Research on the implementation of local-jurisdiction wage increases in California reveals the importance of establishing partnerships between state and local minimum wage enforcement agencies. A Jealous Administration will implement model city-state enforcement partnerships to:

- track violators and identify high-risk industries;
- conduct proactive investigations of high-risk industries and repeat violators;
- establish a permanent cross-agency wage theft working group to connect relevant local departments and offices with the current state Joint Task Force on Workplace Fraud; and,
- institute an investigator training program, led by state investigators, for local enforcement offices. Eventually, local investigators will share their own knowledge of best practices in their field.

4. Revealing the minimum wage increase impact and the necessity of bold policy choices

With more than a decade of inaction by Congress, many states and cities have increased their minimum wages above the federal level—some to \$15 per hour. This has provided an opportunity for rigorous research on the impact of these increases and on the importance of lifting workers’ pay.

A. Effects on employment and workers’ earnings

Several studies in the past 10 years reveal that minimum wage increases have no effect on employment while lifting workers’ pay—even in cities with recently enacted high wage floors. Overall, the studies show that the boldest increases boost wages the most and result in thriving local and state economies:

- Rigorous national research on minimum wage increases
 - According to recent testimony on Maryland’s Fight for \$15 legislation, two reviews of studies on the effects of minimum wage raises conducted over the last 30 years reveals “negligible effects on job growth” while raising the lowest-paid workers’ wages. In fact, the U.S. and Maryland have increased minimum wages at a faster rate than what my administration is proposing.
 - The most well-known (see David Card and Alan Krueger) of multiple rigorous studies on minimum wage increases in the 1990s showed no employment losses, and, in some cases, gains in employment due to minimum wage raises.
 - A 2009 meta-study (reviewing the findings of 64 published reports on the impact of minimum wage increases between 1972 and 2007) showed no effect on employment.
 - An examination of 250 pairs of neighboring counties with different minimum wage rates in the U.S. from 1990 to 2006 showed “strong earnings effects and no employment effects.”
 - Another study on 15 years (2000-2015) of rigorous research on minimum wage increases found “no support for the proposition that the minimum wage has had an important effect on U.S. employment.”
 - Last year’s examination of 137 minimum wage increases since 1979 also found “the number of low-wage jobs essentially unchanged [during the five years following implementation], while raising average earnings of workers below those thresholds.”
- Effects of \$15 minimum wages
 - Seattle: A study of the city’s minimum wage increase from 2015 to 2016, in the range of \$10.50 to \$13 per hour, showed large pay boosts for workers and no negative employment effects. With an employment rate in February 2018 of 3.9% (lower than that of Washington state and the U.S.), Seattle is thriving as it phases in the \$15

minimum wage. Business reports—Forbes’ headline of “Higher Seattle Minimum Wage Hasn’t Hurt Restaurant Jobs Growth After a Year” and the local Puget Sound Business Journal’s “Apocalypse Not: \$15 and the Cuts that Never Came”—also debunk doomsayers’ predictions.

- San Francisco: Four years after San Francisco raised its wage floor, researchers found that the increase in 2003 lifted pay and did not cost jobs. Currently at \$14 per hour, San Francisco’s minimum rate will increase to \$15 in July 2018. In January 2018, the city had a relatively low unemployment rate of 3.0%.
- San Jose: A 2016 study of San Jose’s minimum wage increase to \$10 per hour (approved in 2012) also raised annual earnings without costing jobs. The city approved another minimum wage increase to \$15 per hour in 2014. Meanwhile, the Wall Street Journal gave the portrait of a robust economy: “[fast-food hiring in the [San Jose] region accelerated once the higher wage was in place. By early [2014], the pace of employment gains in the San Jose area beat the improvement in the entire state of California.”
- New York and California: Studies estimating the effects of minimum hourly pay increases to \$15 in New York and California also revealed that significant boosts to the lowest-paid workers’ earnings would generate billions in consumer spending and would offset any net negative impact on jobs as more than 1 in 3 workers receive a raise. The California study included a focus on Fresno—one of the state’s poorest areas—and found larger effects on wages and costs, accompanied by a positive effect (yet still near zero) on employment.

Marylanders Need a Raise: Reversing decades of losses for Maryland workers

Maryland workers have lost ground over decades of declining wages and rising inequality, while the wealthiest Marylanders have taken a large share of the gains from our growing state and national economies. The direct result of deliberate policy choices that have kept wages low and have excluded more workers from core labor standards and protections, this was neither right nor inevitable. To reverse the damage of the last several decades, Ben Jealous will implement policies—a \$15 minimum wage, tough wage enforcement standards, and an updated overtime pay threshold—that lift pay for hundreds of thousands of Marylanders and benefit our state economy.

Creating A Governor’s Office Of Tech Transfer

As governor, Ben Jealous will create a new Office of Tech Transfer charged with coordinating Maryland’s higher education, venture capital and banking communities to build a more robust and inclusive economy.

Maryland has all the right advantages to create a top-5 innovation economy that grows Maryland businesses and wages, but instead, our state underperforms in critical areas like venture investment, where Maryland ranked 11th for the period 2010 to 2015.²

Larry Hogan is failing to translate Maryland’s institutional advantage in fields such as cybersecurity into investment. Despite Maryland hosting the NSA and Cyber Command at Fort Meade, and despite great work being done in Anne Arundel County and other places to grow our cybersecurity sector, Maryland

is underperforming. The top five states for cybersecurity deals in quarter 1 of 2018 were California, Massachusetts, New York, and Texas. Similarly, despite having the healthcare and health sciences institution with the largest amount of federal dollars in Johns Hopkins University, Maryland ranks fourth in venture investment, behind California, Massachusetts, and New York.³

Better utilizing Maryland's institutions of higher learning, cutting edge research, and expertise as drivers of economic growth is a centerpiece of Ben Jealous' platform, and the goal behind his proposal to create a state office of tech transfer.

A new Maryland state office of tech transfer would be charged with coordinating Maryland's higher education community, venture capital and banking community, and economic development community in state and local government. Maryland can build on the successes of agencies and entities like the Maryland Clean Energy Center, TEDCO, our network of incubators, accelerators, and maker spaces across the state, and existing programs in universities like Mtech Ventures and JHU Ventures.

The charges of the state office would be to:

- Align existing incentives with workforce and other market projections, research areas and specialites at Maryland's universities, and workforce and education programs including tuition-free college and vocational training programs
- Develop a leading innovation economy by investing in the research, office, and transportation infrastructure growing, high-tech industries need.
- Foster the networks and programming needed to cultivate robust connections between industry stakeholders.
- Help to coordinate infrastructure and development policy, including multimodal and active transportation infrastructure, smart growth land use planning, mixed-use development, and gigabit internet to create the urban fabric and connections that give rise to an innovation ecosystem.

Better Retaining and Supporting Maryland's Entrepreneurs

As governor, Ben Jealous will build a more robust innovation ecosystem to reverse current trends where many Maryland startups relocate out of state to places with stronger innovation economies.

A comprehensive strategy for innovation in Maryland has to include support for all of Maryland's entrepreneurs, not just STEM startups. Maryland can unleash entrepreneurship by beginning in the classroom, providing curriculum guidance to schools to teach entrepreneurship as a basic skill. In the 21st century economy, it's no longer good enough to be able to balance a checkbook, in fact, paper checkbooks are quickly becoming a thing of the past. Instead, students need entrepreneurial skills to succeed in the economy, not only in their own businesses, but as employees as well.

Ben Jealous' previously released policies on education, healthcare and great cities demonstrate a commitment to a continuum of services for entrepreneurs, from igniting Maryland's innovation economy, to ensuring a wide variety of funding options are available for early-stage businesses, to ensuring our healthcare and education systems free up entrepreneurs and businesses to compete in the 21st century.



By reversing our current course, Maryland can create homegrown momentum that will retain our entrepreneurs and attract new investments without giving away the store to large corporations like Amazon, as Larry Hogan has proposed.

Instead of luring large companies with massive incentives, Massachusetts saw the opportunity to invest in the whole life sciences industry through the Massachusetts Life Sciences Initiative.⁴ As a result, companies large and small now seek out Boston because the investors, employees, partners, and institutions that they need to compete globally are located in a close proximity.⁵

Boston's Mayor has gone on record to say the city will not be offering the lavish incentive packages that other jurisdictions are to attract Amazon HQ2.⁶ Regardless, Amazon is hiring massive numbers of employees in Boston because of the innovation culture there.⁷

There's no reason Maryland cannot do the same. Maryland's Johns Hopkins University (JHU) is the largest research partner of the federal government, receiving \$2 billion dollars in 2015, more than any other U.S. university system.⁸ JHU also spends more on research total than any other university in the U.S. by nearly a factor of two.⁹ The JHU Technology Ventures FastForward program was designed to support ventures created using discoveries made there. Since 2012 the FastForward program has helped these companies attract \$1.1 billion in federal, state, or private funding, such as federal Small Business Innovation Resource (SBIR) funding, which encourages domestic firms to engage in federally-funded research that has potential for commercialization, or TEDCO Maryland Innovation Initiative (MII) funding.

A great example of the quality of venture that has come out of the Hopkins program is eMocha, based in Baltimore. eMocha is a mobile health application that allows patients to access care from remote locations through technology called direct observed therapy.¹⁰ They recently expanded after receiving \$1 million in private funds and a \$1.7 million SBIR grant to apply their technology to the opioid crisis, in partnership with researchers in Seattle and Boston.

And yet, because startups lack access to a more robust innovation ecosystem in Maryland, many Maryland startups are relocating out of state to places with stronger innovation economies. This includes the big names like Boston, New York, or the San Francisco Bay Area¹¹, but also less well-known places like Washington state, Colorado, Texas, and Florida.

As governor, working through a new governor's office of tech transfer, Ben Jealous will create the innovation environment that will enable more locally grown companies to grow and stay in Maryland. Ben Jealous will also consider whether rules related to bonding for contractors can be eased to enable more entrepreneurs to access contract work and remove unnecessary barriers. He will also work to make entrepreneurship more inclusive in Maryland. For example, black women are the most likely of any population group to become entrepreneurs, but they are the least likely to receive funding.

Ben Jealous will create a more level playing field to ensure this changes. As governor, Ben Jealous has also committed to raising women and minority business targets in the state to levels that better reflect equal representation. 29% is just far too low when 50% of our population are women and nearly 50% identify as minority. In order to support creation of these businesses, Ben Jealous has pledged to work with lenders who have a history of inclusive lending to support their models, identify additional strategies to capitalize businesses, and review bonding requirements for contractors that may pose unnecessary barriers.

Another critical part of changing our business culture in Maryland also is support new and emerging types of business ownership, including employee-owned businesses, worker co-ops, and other democratically-owned and operated businesses. These organization types are critical for challenging the notion that ownership of a business must concentrate profits in the hands of a few, and these organization types can open up the benefits of business ownership to many more individuals.

Reclaiming Maryland's Position In Biotech and Life Sciences

As governor, Ben Jealous will redouble efforts to grow, retain, and attract biotechnology and life sciences companies, with the goal of returning Maryland to its former position as the third most important U.S. industry cluster.

Maryland has long been recognized as an important life sciences and biotechnology cluster, given its top position for federally-funded research at institutions like Johns Hopkins. Maryland was previously the third-most important industry cluster for biotech and life sciences firms, behind New Jersey and the San Francisco Bay area, but has since fallen several positions, depending on what metric you measure.¹² Regaining this position is important because lower ranking regions struggle to get the same attention from venture capital firms, new startups, and existing companies, all key players in driving economic growth in 21st century industries.

Once again, the Massachusetts example is instructive. Governors Deval Patrick and Charlie Baker made large investments in biotechnology through tax breaks, grants, and funding infrastructure, that have paid off by catapulting the Greater Boston area into the clear number one position,¹³ despite Silicon Valley's overall strength in the startup economy (the Bay area is number two). While Governor O'Malley took many of the same actions that Governor Patrick did, Maryland has not fully leveraged its institutions and inherent strengths in the same way. As such, other regions have emerged to compete with Maryland, like Los Angeles or New York.

Ben Jealous understands the crucial leadership role that a governor must take at this critical juncture. He will bring a venture investors insight to the governor's office and craft policies to return Maryland to the top position it should hold in biotech and life sciences. But more importantly, he will bring the determined follow through of a civil rights coalition builder, who excels at seeing difficult challenges through to completion.

Ensuring Prosperity Reaches Everyone By Tackling Chronic Unemployment

As governor, within his first 100 days in office, Ben Jealous will develop a comprehensive plan to connect recent graduates and the chronically unemployed with employment opportunities and increase funding for training and apprenticeship programs.

Maryland's overall unemployment rate is comparable to other states, holding at around 4.3%.¹⁴ However, the following seven Maryland counties currently have unemployment above 6%: Allegany County (6.6%), Baltimore City (6.4%), Dorchester County (6.4%), Garrett County (6.3%), Somerset County (8.2%), Wicomico County (6.4%) and Worcester County (10.9%). Additionally, the unemployment rate does not necessarily reflect a significant population of people who are either underemployed or are currently not seeking work, believing that the economy does not at the moment have a job for them.¹⁵ Wages are also not increasing at a rate high enough to signal that the benefits of lower unemployment rates are reaching most workers in the economy.¹⁶

Ben Jealous believes we have to both create new industries and prepare more Marylanders for the jobs we already have by finally developing a comprehensive workforce strategy.

Maryland continues to see job growth in key industries, including significant growth in middle-skill jobs and living wage trades that are attainable with less than a 4-year bachelor's degree.

For example, modern healthcare trends show that our hospitals are downsizing and closing, and that means hundreds of Maryland hospital employees losing their jobs. With workforce investments, hundreds of dedicated entry-level, underemployed, low wage hospital workers could be retrained for the healthcare jobs of the future such a community health workers. Ben’s comprehensive workforce strategy would include measures the “Hospital Employees Retraining and Placement Act” (SB 390 from 2018 Session), so that displaced hospital employees will get retrained.

Ben Jealous has already proposed plans to fully-fund our public schools and make college and vocational training debt free for Marylanders. The next step is to ensure that a comprehensive plan exists to connect graduates with employment opportunities, by bringing together education, training, business, and economic development stakeholders.

As governor, within his first 100 days in office, Ben Jealous will bring together stakeholders and develop a comprehensive plan to connect recent graduates and the chronically unemployed with employment opportunities. Specifically he will work with stakeholders too:

- Engage economic development stakeholders in all areas of Maryland to identify opportunities and challenges.
- Conduct a comprehensive workforce study to determine job shortages and growth industries in Maryland in all sectors.
- Expand funding for training and apprenticeship programs like Maryland EARN, Operation HIRE, and the Maryland Apprenticeship and Training Program (MATP).

A Job Boosting Program for Every Marylander Who Wants To Work

As governor, Ben Jealous will create a Job Boosting Program to hire job seekers to public sector positions when and where there is no private sector work available.

Jobs provide economic stability and increases the delivery of valuable public goods and services by hiring job seekers to direct public sector positions when there is no private sector work available. This program will also help fill gaps in Maryland’s workforce development pipeline, and spur the creation of additional private sector jobs. It will also ensure that Marylanders get the maximum economic benefit from public investments in infrastructure, education, and healthcare.

As governor, Ben Jealous will develop a jobs boosting pilot program in communities that continue to experience higher than average unemployment. The program would analyze the impact of the program on unemployment rates, private sector wages, safety net spending, and incarceration rates.¹⁷

The pilot would be phased as follows:

- Phase 1: Preparation
 - Identify Maryland communities experiencing sustained high unemployment.
 - Activate American Job Centers and local workforce and economic development organizations to serve as go-between for participants, employers, and the education system. Build from existing programs like Maryland EARN and Operation HIRE.

- Determine participation criteria and create hiring plans based on projections.
- Identify benchmarks measuring success in terms of achieving wage and employment increases, benefits to business, and reductions in state expenditures.
- Phase 2: Initial Rollout
 - Enroll initial participants in direct public employment, or in apprenticeship or other workforce programs, including permitting targeted enrollment in college or vocational training programs with a support stipend.
 - Continue working with Maryland's workforce development, entrepreneurship, and private sector partners to create pathways to private sector employment or business creation.
- Phase 3: Expansion
 - Assess progress according to initial goals and criteria
 - Determine scope of expansion based on available state funds and identified increases in state and local tax base or cost savings directly attributable to the program

Key strategies for ensuring the success of the program would include:

- Prioritizing participants for a portion of annual state and local government turnover and filling existing staffing shortages in state and local government.
- Leveraging Ben Jealous' signature investments in education (which includes 2-year and vocational programs) to provide training options for participants.
- Fully-leveraging public investments in healthcare, education, transportation and infrastructure to ensure that participants can be placed in both public and private sector jobs.

In 2016 Maryland's public sector workforce was 486,101, or approximately 18.5% of the total workforce.¹⁸ This includes local government employment of over 240,000 positions and state government employment of nearly 98,000 positions. Approximately 50,000 of state positions are within the Maryland Personnel Management System or the Maryland Department of Transportation. For those positions, turnover each year is 9%, or approximately 4,000 departures each year.¹⁹ A 2018 report from the Department of Legislative Services noted extreme staffing shortages within the executive branch, with a need for 2,631 positions, including 1,126 new authorized positions and 1,505 existing positions across 11 agencies.²⁰ In some cases, the difficulty in obtaining new, needed positions has simply increased the utilization of contracted "full-time equivalents," who has contractors have difficulty becoming a part of the agency fabric in a sufficient way to perform their duties. Instead, Maryland should make the funds available to hire the necessary employees. Similarly, where understaffing is found in State government, services lag and suffer.

Many public sector positions or positions created through public sector spending are filled each year by people from outside the state of Maryland. Each year, Maryland imports more teachers than it prepares in state, for example.²¹ Ben Jealous' new commitments in education, healthcare, transportation and infrastructure spending will create new positions as well.

This program will also leverage Ben Jealous' commitments to healthcare, education, infrastructure, and other critical public sector programs. For example, Ben Jealous has a commitment to end the lead paint health crisis. A big challenge to ending this crisis has been that the Maryland Department of

the Environment does not have enough staff, most importantly inspectors, to properly administer the State's existing lead law.²²

Additionally, Ben Jealous' commitment to build the Baltimore Red Line light rail and the State Center Redevelopment project will create nearly 17,000 jobs respectively during the construction period.²³ The Purple Line, Corridor Cities Transitway, and MARC expansion will create additional jobs. Maryland can create pathways to these positions via this job boosting program and other tools. Ben Jealous' proposals to create a state infrastructure bank and smart growth investment fund, pursue creative financing methods for clean energy and energy efficiency products, and most importantly, to make Maryland the first 100% clean energy state, also represent billions in total public and private investment and job creation.

In short, this program would put more Marylanders to work in our hardest hit communities and fulfill Ben Jealous' commitment to prepare more residents for the jobs we already have in Maryland while creating new opportunities and industries for growth.

Ending Youth Unemployment and Underemployment

As governor, Ben Jealous will create a statewide Youthworks program providing eligible youth with summer employment and potential entrepreneurship grants to work with business mentors.

Youth unemployment remains high in Maryland at 9.9% as of 2016 for all youth ages 16-24, and 16.2% for youth ages 16-19. The Youthworks program in Baltimore City recently made the news when applicants from high school age youth exceeded available positions by 4,000.²⁴ The high demand for the program shows that it is working. The European Union has a similar Youth Guarantee program that is also meeting with success.²⁵ For high school age youth, Ben Jealous will take a Youthworks-style program statewide, providing a guarantee of summer employment to Maryland students to earn money and gain skills needed in the workforce.

There's more to do to expand skill-building work study and internship opportunities in high schools and college programs as well. Ben Jealous would make internships or part-time jobs a part of the public school curriculum, as has been successfully done at the Cristo Rey charter school in Baltimore City. Additionally, Ben Jealous knows that entrepreneurship is an essential skill that students must learn to prepare for the 21st century economy. A statewide Youthworks program would include the option for students to receive a grant to develop a small business idea under the supervision of a business mentor.

Boosting Employment For the Formerly Incarcerated

As governor, within his first 100 days in office, Ben Jealous will convene stakeholders and develop new incentives to hire the formerly incarcerated and ensure workforce development programs are better integrated to include Marylanders with criminal records, including a "Ban the Box" policy for the private sector.

As a civil rights leader and community organizer, Ben Jealous has fought and won many battles to ensure the formerly incarcerated were able to access employment as they seek to transition back into society.

During his leadership of the NAACP, Ben Jealous worked successfully with then California Governor Arnold Schwarzenegger and Philadelphia Mayor Michael Nutter to negotiate directly with major private employers to hire the formerly incarcerated. As a direct result of the NAACP's and Ben Jealous' efforts, private employers in both places increased their hiring of formerly incarcerated persons by the thousands.

As governor, Ben Jealous will take the same approach to ensuring more economic opportunity for those who are formerly incarcerated, so that ultimately they are able to re-enter society successfully and reduce recidivism rates which ultimately make communities less safe and cost taxpayers much more. Within his first 100 days in office, Ben Jealous will convene major stakeholders from the public and private sector to negotiate new policies that will provide greater access to employment for the formerly incarcerated and ensure having a criminal record is not a permanent barrier to employment. Governor O'Malley "banned the box" for those with criminal records seeking state employment in 2013, and as governor, Ben Jealous will work to expand that to the private sector as well.

Reviving Maryland's Rural Communities

As governor, Ben Jealous will revive rural communities by providing more technical assistance to farmers transitioning into the 21st century marketplace, expand rural broadband and make it easier for farmers to sell their goods within Maryland's urban centers.

Ben Jealous' Great Cities plan laid out a vision for Maryland's historic urban centers, which are located throughout the state, including in many Maryland counties that are considered to be predominantly rural. Metropolitan and urban economies are only as healthy as the rural and natural economies where they are located. An inclusive and sustainable economy depends on a healthy and prosperous relationship between both. Ben Jealous' inclusive growth approach to jobs and the economy apply everywhere in the state, with specific strategies tailored to bring opportunity and high quality of life to all Marylanders.

Making sustainability and innovation work for rural economies. Smart growth and conservation policies that Ben Jealous will promote will help Maryland to restore its reputation as a one that protects its most valuable natural resources, from farmland, to the Chesapeake Bay, to mountains, forests, and beaches. When our natural resources in land, water, and air are cared for, rural places are able to thrive as producers of agricultural products, thriving tourism centers, and choice places to live. In a 21st century economy, rural economies are also transitioning into being producers of clean energy, like solar and wind farms. Land in rural areas near existing development and infrastructure can be repurposed or ethically developed to host clean tech manufacturing, data centers, and other 21st century economic engines. Finally, rural economies are powered by small businesses, and, with proper support for early stage businesses throughout rural Maryland, these small businesses will continue to multiply and grow.

Supporting 21st century agriculture. Our rural economies in Maryland are some of our most important export economies, and need support to sustainably transition into the 21st century. This includes providing technical support to allow agricultural producers to take advantage of emerging technological applications for farming, such as automation, or the use of big data, microclimate analysis, and other techniques to increase productivity.

As governor, Ben Jealous would provide additional funding to the state's cooperative extension programs to develop technical assistance programs providing support to farmers transitioning into the 21st century marketplace. This would include linking urban agriculture and food production businesses with rural agricultural businesses, so Maryland families, restaurants, and commercial producers can conveniently access an abundance fresh agricultural products grown right here in Maryland.

Promoting rural ecotourism. Our rural economies provide some of the best growth opportunities for tourism, from agricultural tourism to ecological tourism, to our state parks, and trail-oriented development. Maryland is home to some of the most beautiful farmland, mountains, lakes, and beaches in the country. Our agricultural producers and entrepreneurs make leading beers, wines, produce and seafood. These natural treasures should be enjoyed by more people, and other states are finding ways to boost ecotourism as a rural job-creator.

Rural broadband and gigabit cities and towns. Ben Jealous' Great Cities plan discussed a commitment to supporting Maryland's urban centers in creating gigabit networks like Westminster, Maryland has. Maryland should create a network of these gigabit cities where municipal infrastructure is feasible. However, no Maryland community should be without access to high-quality broadband. As governor, Ben Jealous will ensure that rural broadband access is expanded.

Making Maryland a Center of Global Commerce: The Port of Baltimore and Baltimore-Washington International Airport

As governor, Ben Jealous will work to ensure the Port of Baltimore's infrastructure needs are being better met with an eye toward expanded capacity, while also boosting Maryland's foreign trade zone, and creating an advanced manufacturing hub around the Amazon Distribution Center in southeast Baltimore.

The Port of Baltimore is one of the most important economic assets in Maryland. Currently, the Port is the only deep water port on the east coast of the U.S. that can handle traffic from the largest container ships reaching the coast via the newly expanded Panama Canal. In the years after the Panama Canal expansion was completed, the Port has seen increased traffic and increased jobs. Last year, the Port nearly set a cargo record, moving more Cargo than in any year since 1979.²⁶ Today, 13,650 direct jobs and 33,920 total jobs are generated by the Port, and when including jobs that are related to those activities, the number grows to a total of 127,600.²⁷

To maintain this momentum and capitalize on Port jobs, Ben Jealous will ensure that the Port's infrastructure needs are being met. For example, the Howard Street Tunnel to accommodate double-stacked containers is a top infrastructure priority to grow the Port of Baltimore and Maryland's economy. The cost of this project is \$455 million to be shared by CSX, the State of Maryland, and the federal government. The Port's terminal berths also need to be rebuilt. In it's 2015 Strategic Plan, the MPA noted that other competing Port's are investing heavily in strategic infrastructure.²⁸ As business at the Port grows, sustained investments in the Port's infrastructure itself are needed to make Maryland a leader.

In addition as was also referenced in the Great Cities plan, Baltimore's foreign trade zone (FTZ), known as FTZ #74, is one of the largest and most active in the United States.²⁹ It comprises over 1200 acres of land in Baltimore City and County, and Anne Arundel, Harford, and Cecil Counties. In 2015, over \$12 billion in goods were imported and \$57 million in goods were exported. FTZ #74 serves almost

150 businesses with 2000 employees. Baltimore has another for the BWI airport area, FTZ #73. Both of these trade zones should be considered for expansion and for additional targeted incentives to promote growth around the Port and BWI Airport.

In particular, FTZ #74 should be expanded to include far more of the communities surrounding and in close proximity to the Port in both Baltimore County and Baltimore City. This area includes many existing industrial and commercial properties, including the recently expanded Amazon Distribution center, Tradepoint Atlantic, and Johns Hopkins Bayview hospital to the north. In the area are connections to the MARC train (though Larry Hogan has failed to build the new Bayview MARC station which would have been a Red Line light rail terminus), freight rail, and interstate highway systems.

In conjunction with expanding FTZ #74, Ben Jealous will also develop the same industrial area between the Port and Hopkins Bayview into an advanced manufacturing hub. This hub will be centered around the already massive Amazon distribution center. This area of the greater Baltimore region has the compact urban footprint, proximity to education, training, and research institutions, vital transportation infrastructure, and access to large metropolitan, national, and global markets that advanced manufacturing businesses need. Amazon's growing presence means the opportunity to work together to develop a master plan to create a true 21st century industrial urban economy in an area that is increasingly becoming connected and reinvented along with the surrounding region.

Connecting Workers To Jobs With A 21st Century Transportation Plan

As governor, Ben Jealous will work to reverse Larry Hogan's singular focus on roads by investing in transportation strategies that best serve all of Maryland and drives economic growth by making it easier for workers to get to work.

A vision for a multimodal and connected Maryland. In 2002, the Baltimore Regional Rail Plan envisioned a connected, rapid rail network for a thriving Baltimore region. This vision was interrupted when Governor Hogan cancelled the Red Line light rail project, which was shovel ready. Governor Hogan sent a \$900 million grant back to the federal government to be sent to another city. This was a disaster for Baltimore and Maryland, costing 15,000 jobs and setting Baltimore back a generation. The Governor's BaltimoreLINK bus plan contains some good initiatives, but it's just a scaled-down version of a bus redesign that was planned to go into effect during the Red Line construction period. And at \$20 million/year, its too paltry an investment to deliver results for the Baltimore region. Larry Hogan also turned back the clock by replacing MTA's hybrid electric. That's the opposite of the direction we need to go.

Larry Hogan also cut state support for the Purple Line light rail, though thankfully that much-needed line connecting hubs and centers like Bethesda, Silver Spring, and UM College Park and their associated WMATA Metro stations will be built. He removed funding for the Corridor Cities Transitway, a crucial bus-rapid-transit link between Western Maryland and the Greater Washington region. Under Larry Hogan, MARC service has not been expanded like is so desperately needed to connect many of the corners of our state.

But Marylanders know that a 21st transportation system needs much more than a vision of just a few lines here and there. Maryland needs a much more robust, multimodal, connected and smart transportation system to drive our economy. This is one where commuters have options that are safe, convenient, and affordable to get where they need to go. As governor, Ben Jealous will commit to working with state, local, and regional leaders, transit riders, and other stakeholders to accomplish that vision.

In the Baltimore region, that will begin with ensuring that the regional study required by the General Assembly's 2018 Metro/Transit Funding Act is a success and provides clear guidance on how to invest in the Baltimore region's transportation infrastructure. In the D.C. suburbs, that means ensuring that Metro is healthy and that the Purple Line, Corridor Cities Transitway, and other projects are built and well integrated. Across the state, Marylanders need ample regional rail and bus connections, and funding and technical support to grow locally operated transit systems.

Reviving Maryland's signature multimodal transit projects and evaluating new options. As governor, Ben Jealous has already pledged to revive the Red Line as a step towards a regional transportation plan that serves residents, employers, and regional economic growth. Another big project that Larry Hogan has neglected is the MARC Growth and Reinvestment Plan. This plan will fund upgrades to the lines and engines, add new stations, and increase the frequency of service of MARC trains. The MARC train is a success in Maryland, but it could be used much better as a tool for equitable growth and regional transportation.

The Corridor Cities Transitway is a crucial link between communities northwest of the Shady Grove Red Line and MARC station in Montgomery County.³⁰ It will relieve some of the congestion on I-270, and, paired with MARC service expansion, helps to provide an alternative to expensive toll-lane expansion of that interstate. In southern Maryland, a transit project study area and preferred corridor has been developed linking locations in Charles County with the Branch Avenue Metro station.³¹ Progress on this project should be restarted to find an expedient way forward.

Overall, while the Governor has proposed only new highway expansion to relieve congestion in Maryland, many Marylanders and local jurisdictions are calling for attention to transit projects that have been long-planned, or for new options to be considered for traffic relief that are multimodal, not limited to highways-only. As governor, Ben Jealous will get Maryland moving forward on delivering new transit projects again, and make sure any major transportation infrastructure proposals are giving ample consideration and priority to mass transit options.

Fixing MTA Maryland bus service. Transit systems nationwide are losing riders, and in many cases a big reason is neglect of the bus service that carries most transit riders. This is true in Maryland, where Larry Hogan's BaltimoreLink project, which replaced a pre-existing bus network redesign project that was supposed to be implemented at the same time as the Baltimore Red Line. BaltimoreLink promised to finally fix chronic bus reliability problems, improve convenience, and connect riders to jobs. However, it has failed to deliver.

Since Larry Hogan took office, quarterly ridership on MTA bus service has fallen by 4 million riders, from approximately 20 to 16 million.³² On time performance, which increased slightly, is holding at around 64%. This means that buses are between 2 minutes early and 7 minutes late (MTA's threshold for on-time service) only 64% of the time. This figure also excludes times when buses are cancelled, referred to as "cut runs" due to lack of a working bus or lack of a bus operator to drive the bus.

When a bus is more than 7 minutes late or doesn't show up at all, it can turn a bearable transit commute into an hours-long ordeal. This is the reality for the 200,000+ Marylanders who use MTA bus service each working day.

Making Maryland a complete streets leader. Two bills passed in the General Assembly during the 2018 session address complete streets policies: Delegate Lafferty's HB 744³³ which requires MDOT modal agencies to adopt complete streets policies, and Delegate Lierman's HB 535³⁴ which requires the State of Maryland to provide a minimum of funding to local jurisdictions implementing their own complete streets plans.

Complete streets policies build thriving and prosperous communities by ensuring that the design of roads and other facilities is safe and convenient for pedestrians, business patrons, cyclists, and all other road users. As governor, Ben Jealous will make Maryland a complete streets leader by ensuring that ample funding is directed to local communities through the complete streets and other programs like Maryland Bikeways, and by ensuring that the Maryland adopts the most progressive complete streets policy possible.

Technology and transportation demand management. Another key to a thriving multimodal economy is incorporating transportation demand management strategies and smart technology to manage congestion and improve convenience and customer service. This includes better promotion of Maryland's commuter tax credit with private employers, for example. As governor, Ben Jealous will make it a priority to convene the state's employers and work with them on strategies to incentive employees to use public transit, carpool, and to take advantage of live where you work programs that will be expanded.

It also means overhauling intelligent transportation systems (ITS) infrastructure across the state. ITS integrates smart technology into urban systems to better manage congestion and provide information to decision makers. Though MTA is finally making headway on some investments in updating smart systems on transit vehicles and in certain corridors, much work remains to be done. This includes traffic signal infrastructure in urban and suburban corridors and other infrastructure that communicates between traffic systems, centralized control centers, transit vehicles, and transportation infrastructure.

Finally, information systems that are customer facing should be overhauled, streamlined, and integrated to improve user experience and utility. This includes integrating fare payment systems between the different regions and modes of the state, including non-traditional transportation services like car and ride share or mobility and access services. This commitment should be paired with maximizing the amount of high-quality and realtime information provided to

Making connections with land use policy to drive Maryland's economic, transit, and development goals.

There's a direct connection between the success and cost effectiveness of public transportation and the land uses around it. By becoming an active promoter of development on parcels it owns near transit, MDOT can not only improve the usefulness of its transportation infrastructure, but also contribute to creating the connections that are so crucial to the kind of innovation economy and ecosystem Ben Jealous envisions for Maryland. In short, through better land use practices, transportation agencies not only drive economic growth and transit utilization, but to ensure that Maryland's development goals are accomplished from new mixed-use options, to new affordable housing, or incubator and office space.

Developing transportation hubs in Maryland. Similarly, Maryland needs to develop its transportation and economic hubs to ensure that transportation infrastructure is maximizing its economic development opportunity. When Larry Hogan cancelled the Baltimore Red Line, he didn't stop there. He also cancelled the Bayview MARC station which would have created an east Baltimore transportation hub to connect Marylanders on Baltimore's northeast side with Baltimore City or access to Washington, D.C. Transportation hubs should be used to focus development and economic growth and to open up access to the wealth of the state for more Marylanders. Other transit and transportation hubs that should be focused on include:

- Baltimore's Penn Station
- Silver Spring Transit Center, Takoma-Langley Crossroads Transit Center, and other Purple Line transit hubs

- Baltimore’s Lexington Market and State Center Metro Stations
- West Baltimore MARC, Shady Grove Metro/MARC, and Metropolitan Grove MARC
- Baltimore-Washington International Airport
- Cumberland, Maryland

Improving MobilityLink and other paratransit services. One of the most important functions of public transit is improving convenient and useful services for those with a mobility impairment. Yet given the difficult nature of providing these “door-to-door” services, these services can be vastly improved to serve Marylanders better.

For example, currently, users of MTA mobility service must request their ride a day in advance, and should their schedule change, they are required to cancel and reschedule. As governor, Ben Jealous will explore partnerships with technology and service providers including transportation network services like Lyft to improve customer service for these services.

Pursuing a high-speed rail option in the I-95 corridor. Though there are numerous capital infrastructure needs across the State, high-speed rail for the I-95 corridor should not be neglected. Expanding MARC service is a great first step to improve affordable transportation options in this corridor. However, upgrades to the northeast corridor Amtrak line to improve speeds should also be a priority. The federal government’s NEC Future planning process found that investments in conventional high-speed rail could greatly improve the commute time between D.C. and Baltimore without relying on as-yet-unproven technologies like hyperloop or maglev.

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