

THE ECONOMIC CLUB

O F W A S H I N G T O N, D. C.

**Interview with Governor Lawrence J. Hogan, Jr., Ted Leonsis, and
Kim Ford**

**Ted Leonsis,
Founder, Chairman, Principal Partner and CEO
Monumental Sports & Entertainment**

**The Honorable Lawrence J. Hogan, Jr.,
Governor of the State of Maryland
Chair, National Governors Association**

**Kim R. Ford,
President and CEO,
Martha's Table**

**Moderator:
David M. Rubenstein,
President,
The Economic Club of Washington, D.C.**

**Interview
The Economic Club of Washington, D.C.
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DAVID M. RUBENSTEIN: Hello, I'm David Rubenstein and I'm the president of The Economic Club of Washington. And I want to welcome you to our sixth virtual event since the corona crisis has begun. We've been trying to give you information about the local community as well as things going on around the country, and we hope you've enjoyed these.

Today we have our membership watching. We also have a number of members of the diplomatic corps who are tuning in, as well, and a number of other invited guests that we've – who are not members of the Club are also involved in this thing and watching as well.

We have three special guests today. The first is Ted Leonsis, who's the founder, chairman, principal partner, and CEO of Monumental Sports and Entertainment. The second is the governor of Maryland, Honorable Lawrence Hogan, who's also the chair of the National Governors Association. And then we have Kim Ford, who's the president and CEO of Martha's Table. And we'll do them in the order that I just mentioned.

I would just like to let people know that probably next week, maybe on Friday, we'll have another program. We're working on the details of that now. And secondly, on April the 28th, next Tuesday – a week from next Tuesday, we have Dr. Tony Fauci, who is reasonably well-known these days as the director of the National Institute of Allergy and Infectious Diseases, and we have – look forward to a good conversation with him.

So what I'd like to do is remind everybody that after this interview is completed – it will be about one hour total – we will put this up on our website, www.EconomicClub.org, and you'll be able to watch on video later on if you'd like to do so.

So, if I could, I'd like to start with Ted Leonsis. Ted, welcome, and thank you for doing this.

TED LEONSIS: Thank you, David. You're doing a fantastic service to the business community. And this is very innovative, and everyone appreciates your work.

MR. RUBENSTEIN: Thank you very much, Ted. And as I said, you are the person who has bought many years ago – I think it was 1999 you bought the Caps, and subsequently bought the Wizards and the – and the Capital One Center, and you also have Mystics, the Women's National Basketball Association team. So, you have three sports teams plus the building. So, tell us, how has your business been affected by the shutdown of, essentially, society?

MR. LEONSIS: Well, you can see over my shoulder I have a replica Stanley Cup and autographed guitar. I just want to remind everybody that we are the District of Champions, not the District of Coronavirus; that now our champions are our first responders.

And while it's affected our business, we are simply in a state of pausing, and we hope to be able to finish in some manner our regular season and then the playoffs. And we want to use this time to really show our appreciation to everyone in the community. We want to put our employees and people first and our players first. And we know our place. I think it's most

important, even though it's the District of Champions, that we are very, very focused on that what's happening to society is way bigger than what's happening to us in the industry of sports.

MR. RUBENSTEIN: So, Ted, do you think it's realistic that the regular season for the basketball and hockey teams you own can be resumed and that there can be playoffs? Or do you think it's more realistic that we'll just not see any more hockey and basketball this year?

MR. LEONSIS: Well, Commissioner Fauci yesterday gave us all a tip on how we should be preparing, which was play the regular – end of the regular season and the playoffs if we can in a way where there's no fans. And that makes a lot of sense. We need to take our cue.

And I need to remind everyone on how leagues and teams are organized. Right after we finish our meeting, I go and attend a Board of Governors – we'll call them governors – with the NBA. And the NBA is like our federal government, if you will, and it will take its lead from governors and the federal government and all of the public-health associations. And we listen to them. We can't play games on our own; we have to play within a league format. The players belong to a union. The union deals – collectively bargained agreements with the – with the leagues. And so that's the focus right now: How can we end our season?

We the Washington Capitals and the Wizards, we missed eight home games so far for the Caps and I think 11 for the Wizards in total. And so, we have to figure out how we end the season and then go into the playoffs, and we'll get our direction from the – from the leagues. But also, we hear now the governors. In our case, D.C., it's our mayor. And so, we'll figure out where we can play, how we can play. But we are operating in a suspended mode and all of our focus is on what to do about the remainder of the season.

MR. RUBENSTEIN: So, Ted, how many total employees does Monumental have?

MR. LEONSIS: We have more than 600 full-time employees. We pay about 100 players through all of the teams. And then we have about 1,500 part-time who we – I felt that it was the right thing to do to pay our part-time employees who had signed up to work for March and April about \$1,200,000. It's not an advance to them. When we come back, they'll sign up to staff the new games and we'll pay them there. I have not had any furloughs or cuts or layoffs for full-time employees. I think that right now we're waiting to get our cue from the city and from health organizations and the leagues on how we move forward.

And I, again, also think that I want to use this time productively with our workforce. And I challenge, and I want everyone who's listening, this notion of let's get back to normal is wrong. We have a mantra of let's build to better. Let's take this time, self-reflect, look internally, and what can we be doing better when we come back organizationally, for our customers, for our fans? How can we innovate?

You know, we're a content company. That's a big, big part of our revenue stream. And because we haven't been able to play, we were the first organization to build these simulated games. And because our partnership with NBC and Comcast is so important to us, we played a regular season on television, and we were able to bring in our announcers and players to comment and be

interviewed. We announced today that Wayne Gretzky has challenged Alex Ovechkin to a game online.

And we as an organization believe in innovation, and we've been leaders in e-sports. David, you're a co-investor with us in aXiomatic and Team Liquid. I've been talking a lot about e-sports. E-sports is having its moment right now. It was built digitally first. They're accustomed to working at home and practicing at home. And now we're having our basketball team and hockey team and our whole workforce look like we're an e-sports company, right? We're doing interactive yoga classes on Zoom to keep the players in shape.

And so, I think this should be a time of innovation while we've paused. What can we do better? For us in D.C, I want us to be additive. I want to leave more than we take. We've paid our taxes upfront. We don't have anyone yet seeking unemployment. We are very, very active in our philanthropy. We'll have Martha's Table on. MedStar is a partner of ours that needs to be celebrated for the work that they've been doing for the first responders. Our players, our employees are being activated. We understand the power of community.

And this is just a moment in time. We really all need to get out of the woe is me, this is the worst thing that could have happened. I view this as a pause in what we've been doing, and it should be an opportunity to springboard to a better future.

MR. RUBENSTEIN: Are all the other hockey teams and basketball teams around the country also having a no-furlough policy? Because I would have assumed that many of them would have furloughed at least their part-time people.

MR. LEONSIS: Well, every market, every ownership group is in a – you know, their own unique set of circumstances. We've probably been hurt the most, if you will, because we own many teams and we own the building. Remember, there's many teams that play in a building that's owned by the state. When you interview Governor Hogan, you should ask him how he's doing right now. The state owns Orioles Park and Ravens stadium. University of Maryland owns Comcast Arena on the campus. He's the biggest landlord in sports locally.

MR. RUBENSTEIN: Right.

MR. LEONSIS: Our mayor and the city owns the Nats stadium, and you know, we have D.C. United, we have Capital One Arena privately owned.

So, this is a – we're all in this together. We've all been hit hard. We've been focused on always being fortified to run a good, lean organization. We are fortunate we aren't burdened with too much debt. And I published a paper a couple of weeks ago that said here's a cheat sheet on how to manage through crisis. I'm old enough now to have been through a bunch of these, right? We – 9/11 was the last one, but we've had tremendous economic downturns previously and you have to stand behind what your principles are.

And then in a business sense I put together our stack: what's most important to us, and how would the energy, attention, dollars flow. And we chose people as being first, and we've

lived up to that to date. We said our partners were a part of that, and our players are our partners so they're in that stack. And then our property. And you know, we waterfall down from there, but we want to walk the talk.

And we don't know so much still. That's been the frustrating thing. Markets don't like unknowns. Employees don't like the unknown. And so what I've done is say, well, we can't boil the ocean; we need to focus on our little part of the ecosystem, Monumental Sports and Entertainment, and do the best we can for that part of the community, and also to be positive. We want to be additive.

I was joking the other day I see this ticker every day and it's painful to watch. I said, I miss the ticker when it said, you know, the Caps were winning 5-1 in the third period, and that we want to use sports in as many ways as we can to rally the community, to one day again be a convener.

You know, I lived through 9/11. People might forget that Michael Jordan worked with us as a partner. He came back to play that summer. The very first game for the NBA after 9/11 was at Madison Square Garden. The Yankees were in the World Series. Billy Joel held a big concert at Madison Square Garden. And Michael Jordan, we played – the Wizards played the Knicks. The day before, we opened – I'm sorry, we closed the New York Stock Exchange. They opened that week, and Michael Jordan and I and a bunch of other people closed it. We then went down to Ground Zero. It was magnificent to see the first responders with Michael Jordan. That was a very touching moment. Then sports and entertainment played a catalytic role in bringing our community back.

And so, we'll play that role again. We might not be the convener right out of the gate, but certainly on television as a content company, certainly as a providing entertainment at home. That's something that we need to do, and the leagues are very committed to our fans and to our community.

MR. RUBENSTEIN: So, when you do have people coming back to your arena, do you envision that there will be social distancing or they'll have to be wearing masks? Or what do you envision will be the way that they'll be able to come back in?

MR. LEONISIS: Well, as I said, we are trying to innovate, and we've got hundreds of people that are thinking through all of the new ways, better ways that we can accomplish our goal. I'm hopeful – and I don't give short shrift to the innovative spirit of our country. I'm an investor in some tech-based medical and health-care companies. Tempus is a great, great investment of ours. And I have seen the best and the brightest now in the health services, and I'm hoping that it's more about a vaccine so that we can not have to profile. I mean, that's one thing that I – in the principles part, I don't believe in. I really would like to find a way that it's a communal resource and that we can have everyone participate. You know, maybe it's through augmented reality, virtual reality, and then eventually when we open the building certainly, we're going to have new tech ways to cleanse the building, keep the building clean. But I'm not buying in in any way that we won't be able to eat in restaurants before a game and come to Capital One Arena and be able to enjoy being together. I think it's just what timeframe does that happen in?

MR. RUBENSTEIN: So, what about your athletes? You mentioned them earlier, that they're working out a bit. How do you make sure that they stay in shape? And is it hard for them living by themselves, in effect, or with their families, to get the kind of training and coaching they need to stay in shape?

MR. LEONSIS: Well, I've been really proud of the players and the league and all of our staff. Zoom is a wonderful tool. We also are feeding the players. We also monitor the players. We use technology to be able to track what they're doing.

I saw John Wall yesterday on television in an interview and he looked fantastic. He has a gym in his home. He has a half-court basketball court in his home. We're able to watch what he's doing. His weight is way down. Everyone is using this time period – or I hope everyone is using this time period – to get ready for the comeback. That's the key thing, to get into new routines. And I think a lot of players around the league will use this time for competitive advantage – that if they can find ways to train, to work on something that was a shortcoming, this 10,000-hour notion of being able to master something. And we've been encouraging every part of the organization don't wallow and watch television and say woe is me; play offense and use this time to do something that matters. Don't let a crisis be this terrible thing to waste. What can we do to innovate, pay homage to our heroes via our philanthropy, make sure our players don't get sick.

You know, as I said, everyone in our ecosystem is healthy. That's really important when we know how and when we're coming back. That's been our first focus, the physical health and then the mental health and then the economic health of everyone within Monumental Sports and Entertainment.

MR. RUBENSTEIN: Well, how are you staying in good shape and staying healthy? Are you social distancing? Do you have your family with you? How is that working?

MR. LEONSIS: Yes, my wife and I, I'm pleased to say we've been six weeks. I've taken it very, very seriously. If you're a leader, you have to be able to walk the talk. And I wanted to make sure that I didn't get sick. I'm in the demographic – I'm in my 60s, I'm a little overweight, I have asthma. I want to be able to lead our organization and be a good example, and I've been doing that. I've never worked harder. [Laughs] I've never had as many meetings and conversations. I do think that our work will change.

I have found this to be incredibly productive. There's no longer staff meetings or important meetings where it's, well, these three people can't be here; they're on the road, they're traveling. The last two days I had a bunch of board meetings that are always scheduled quarterly in Chicago. It was truly amazing. I could work out in the morning. I didn't have to travel early. You didn't have to pack. You didn't have to go to the – go to the airport and fight through the traffic. And I have found the reclaiming of those travel hours to be very, very powerful, and I'm trying to be very mindful of what I can do with those extra hours.

MR. RUBENSTEIN: Now, tell us about what philanthropy Monumental is doing now in the community and which you operate.

MR. LEONSIS: Well, we have a monthly program where the organization has been very, very focused on a series of charities. You'll hear from one later with Martha's Table. We also have been working with some of our vendors and chefs to feed the first responders. We and I want to do a lot more with MedStar. MedStar, Inova, Howard University Hospital – I mean, the list goes on and on – they're really the organizations that the government needs to focus on for a bailout, right, that their business has essentially been about elective surgeries, of which they are – there are none. And so, they will have deep, deep economic issues, and they haven't whined at all. All they have done has been in service to the community. And we want to find ways to help them.

While I think our level of philanthropy monetarily will increase, it's been frustrating that a lot of what we do – you know, going and working in a kitchen or volunteering with young people in schools – you can't do during a lockdown, right? So, we want to help by giving more money, but we also want to help by helping these charities to find different ways to work.

You know, I'm personally very involved in educational charities. David, you are, too, with your work with scholarship, also of The Economic Club. I'm very, very concerned – DC-CAP is very, very focused on kids who are seniors in high school, and they're not able to finish school, and they're going to college, and how will that happen? The freshmen or sophomores who have come back now and, you know, aren't able to finish out their year, being able to study at home, some of them in perhaps environments that aren't conducive to being studious. And so, there's going to be ripple effects and needs through our community, and you know, we're going to have to step up, all of us. And we have to do it in a time when all of our net worth and all of our financial standing has taken a great hit.

You know, I've decided for our organization and our family we're going to do as much as we can. I think that this is a real reckoning for our society, but it's not the end. And I think the more that we give now, the better we'll feel about our organizations and ourselves on a go forward. And we are going to suffer pain, but shared pain is what the world is built on.

My cousin the other day sent me an obituary of one of my uncles. He died at 98 years old. He was a POW in Germany during World War II. And 75 million people died; we all know what happened to communities, the Jewish community. That was the greatest generation, right? We're sacrificing, and I hear like the woe is me. It's I can't go to the bar and have my artisanal beer this week; I'm going stir crazy. And we have to redefine what self-sacrifice is. We have to redefine kind of what our values are.

You know, I'm hoping that sports can end up being about heroes, but in perspective to what real heroism is; that who are the people in the community that need our help and support. I'm trying to rally our players. The league is doing so much to rally the players and all of the owners to leave more than we take, and now is the time to do it. We have to forward invest in a lot of these activities.

MR. RUBENSTEIN: So a final question, Ted: What main message would you like to give to your fans – your Mystics fans, your Wizards fans, your Caps fans – the main message you'd like to give them in 30 seconds or so?

MR. LEONSIS: Well, we love them very, very much. It doesn't – it sounds trite sometimes to say we're in it together, that we will all try to do the right things in the right way, and we'll get through it together. And if we try not to come back to normal but we build together to better, I think that we'll see this big hockey stick in both value and we'll feel better about ourselves as a society. And let's play offense. Let's take advantage of this time together and make a better world.

MR. RUBENSTEIN: Thank you very much, Ted. I look forward to coming to one of your games as soon as possible.

MR. LEONSIS: Thank you, David. Are you wearing sweatpants underneath the suit bottoms?

MR. RUBENSTEIN: [Laughs.] No, this is my only outfit. That's my only – I only have suits. That's all I have.

MR. LEONSIS: [Laughs.] Great.

MR. RUBENSTEIN: But thank you very much, Ted, and we'll be in touch. Thank you.

MR. LEONSIS: Thank you.

MR. RUBENSTEIN: So, I'd like to introduce now – we'll do it by audio; for a variety of reasons we're going to do this by audio – the governor of the state of Maryland. He is the 67th – 62nd governor of the state of Maryland, elected in 2014 in his first bid for election – for electoral office, reelected overwhelmingly in 2018. I would point out that he is the first Republican governor – only the second Republican governor to be reelected in the 242-year history of the state of Maryland, my native state. And I would also point out that he has been elected by his peers as the head of the National Governors Association.

So, Governor Hogan, can you hear me?

MARYLAND GOVERNOR LAWRENCE J. HOGAN, JR. (R): Yeah. Well, thank you very much, David. That's quite an introduction there and I appreciate that. I also appreciate Ted calling me the biggest landlord in sports in the region. I hadn't ever heard that one before, but that was a nice intro also. But thank you for having me.

MR. RUBENSTEIN: Well, thank you for coming. And Governor, you've obviously been in the forefront of this. So at the outset let me just ask you: Do you think that the wave that we've seen in New York, the enormous amounts of people getting the virus and a lot of deaths, that wave is heading towards Maryland and the District of Columbia area? And when do you think – if you do think it's coming down here, when do you expect it to peak?

GOV. HOGAN: Well, hopefully some of the early and aggressive actions that we took here will prevent us from having the severity of the problem that you're experiencing in New York. But yes, the numbers – we are kind of the next wave and the next hotspot. Our numbers are rising fairly dramatically. In the region here, in the Baltimore-Washington corridor, we've doubled our numbers in the past week to 20,000 cases, and unfortunately the death rate is climbing. So, while some places are starting to level off, we're definitely – we slowed the growth and we've blunted that curve, but we are, unfortunately, on the way up that slide.

And we believe that it's – different models show different things. We have some hopeful signs, but the numbers are rising. We believe that we're getting close to the peak in the next week or so, but that – you know, time will tell how effective our – all the actions we have taken will be.

MR. RUBENSTEIN: Now, the – Maryland has a lot of wonderful hospitals and medical schools and so forth, but can you say that the hospitals have enough ventilators, gowns, masks to adequately handle the load you expect?

GOV. HOGAN: Well, so thank you for saying that, David. We have some of the best health care, I would say, in the world, and we're very proud of the hospital systems that we have in our state. But frankly, nobody was really prepared for the magnitude of this, and so the whole country was caught off-guard. The nation and none of the states and none of the hospital systems had the necessary ventilators, masks, and all the PPE that they needed. We didn't have enough ICU beds. And the models that showed without intervention and without action that we would have these peaks that would overload the hospital system, that's sort of why we took all of these unprecedented and drastic actions to stop that from happening. But on the other hand, we also have been just, you know, moving heaven and earth to try to – we've been pushing as hard as we can to acquire more of all of those things, both from the federal government, from the – from the markets both domestically and across the world.

And the good news is we've made great strides in all of those things. We've dramatically increased the number of ventilators, the number of masks, the rest of the protective equipment. And we're – you know, our surge capacity, we're adding 6,000 hospital beds and ramping up our ability to handle this. But so, I guess I'm cautiously optimistic.

We were not prepared. I believe we're in much better shape, and we're ramping it up every day. And we're getting close to the point where we hope that we will have enough to be able to handle the surge that we get.

MR. RUBENSTEIN: As the chair of the National Governors Association, I think you've asked the federal government to consider a \$500 billion additional grant to the states. Is that correct?

GOV. HOGAN: Yes. We had a – we had a call with the president yesterday and all the governors, and I led that call on behalf of the governors. We, again, made that pitch.

Look, the stimulus packages that have been through Congress have been helpful. I think they are going to help folks that are in need, and we're getting checks out to people –

hardworking folks that desperately need them with our unemployment. They're helping small businesses that are really impacted.

But they're – the states have an important role to play. Not a penny of any of the revenue so far helps states backfill their revenues, and there are tremendous shortfalls in the states. We're on the frontlines. We've had to take all these aggressive actions. Our small state of Maryland, for example, just by – in July 1, for the quarter ending July 1, we project we potentially may have a shortfall of up to \$2.8 billion in revenue. And we're – you know, we need – the demand on services that are critically important is greater than ever, and so we're asking for the federal government's assistance.

The president has indicated and Secretary Mnuchin has indicated that they'd like to provide more help. That's tied up in the Congress right now, in the Senate. They broke yesterday and I don't believe they're planning on coming back until Monday. But the Governors Association is pushing hard to try to get something in this what they're calling the 3.5 stimulus package that's before the Senate right now.

MR. RUBENSTEIN: For those of us who are not on those calls with the president and the governors, can you tell us what it's like? Is there a lot of back and forth, the governors say what they want, the president says what he wants? And there's a lot of agreement, or backslapping, or criticizing?

GOV. HOGAN: Well, let me – let me say – first of all, let me – let me compliment, first of all, the – I want to thank the president and the vice president and the coronavirus team. One thing that they've done an excellent job at is communicating with the governors who are on the frontlines. And so, I, as chairing the governors, we've had 15 conference calls with all of the nation's governors, including the territories, so in some cases we have up to 55 governors on our calls. Ten of them we have had the president and/or vice president on the call with us, with some of the top leaders in the federal government. I mean, I think that's unprecedented amount of attention and cooperation. Some of these calls last an hour and a half or two hours and there's real dialogue.

So usually the president will lay out the messages that he wants to convey. The vice president will get into – as the chair of the task force, will get into a great more – much more detail. And then they'll go around; perhaps Dr. Birx or Dr. Fauci or the head of FEMA or HHS or somebody will make some presentation. But then they open it up for – usually I speak on behalf of the governors and talk about our top needs and issues, and then we open it up to a roundtable and any governor is able to bring up concerns or questions or comments or suggestions. And it's been very, very productive. I mean, it's – I think while there hasn't been complete, you know, satisfaction among all the governors about everything, you know, getting to them in time, or you know, there's been a little you've read about friction here and there, the effort to try to communicate has been – has been really good and I think they've been very productive discussions.

MR. RUBENSTEIN: So many governors are going to have to deal with the issue of when to open up the state. The president made it clear that the governors are really the deciders in this,

the decision-makers. So, when do you think Maryland can realistically be opened up again and people can go back about their business?

GOV. HOGAN: Well, first of all, I think it was good that – you know, there was some friction a couple of days ago when the president sort of made the statement that he was going to decide when everything was going to open up and he was going to tell the governors what to do. And that, you know, put everybody in a big uproar, but by the end of the day the president had completely reversed himself and said that, actually, the governors were the ones that were going to make individual decisions in their own states about timeframes and what in their best – you know, decisions that they could make and the timeframes in their own states, which – some would be at different times for different reasons. And that was a good decision on the president's part. And yesterday he put out kind of an outline of a general guidance/advice to the states about what they should be considering, and that was a pretty good outline for us that lays out, you know, things that you ought to be looking for. But it still left all the flexibility with the states.

We have been in Maryland working on this for many, many weeks. We think some of our thinking is in line with the recommendations from the president's team. Some of it is in much more detail and it looks at a lot of things that maybe they hadn't considered. But we – first of all, so the president says, first, you have to have 14 days of declining numbers. So, of course, we have increasing numbers right now, so we're not quite ready. But then he goes into a series of how you might begin to open up your economy. None of us believe – none of the governors believe – you can just flip a switch and get everything back to normal, but we will be – just like we shut things down on a gradual basis – you know, I declared a state of emergency almost 40 days ago and we took, I think, 37 executive actions – executive orders to do different things. I think we'll gradually start easing things off and opening things up when we believe it's safe to do so.

And you know, we're getting advice from some of the top epidemiologists and public-health professionals from places like Johns Hopkins and the University of Maryland and MedStar and all of our – all the smartest guys we have in the region, together with leaders in the business community and economists and others, who are kind of giving us their best information. And we're going to make decisions – we all want to get the economy opened up and our states back opened as quickly as possible, but we're not going to do it in a way that endangers the lives of thousands of our citizens.

MR. RUBENSTEIN: For the major universities in the state of Maryland, they probably have to decide by June or so whether they're going to reopen for the fall or do it online. Do you have any indication of when you think you'll be able to let the universities know that it's OK to go forward for opening up in the fall?

GOV. HOGAN: Well, so the universities are – you know, the Board of Regents of the university system in Maryland has the authority to make those decisions, but they'll be – certainly, we'll be consulting with them based on all the input. And it's too early to tell, but I – you know, right now they did make the decision, obviously, to close for the rest of the spring semester – not to close their universities, but the physical buildings except in certain circumstances. And people

are continuing their educations with distance learning, with online, with – in certain cases that’s difficult, with certain disciplines. But for the most part people can continue their education. They’ll continue to do that over the summer. And I think everybody’s hopeful that they can get to the point where they’ll be opening up in a safe way in the fall.

MR. RUBENSTEIN: And now let’s talk about your own situation. You are working out of the Governor’s Mansion, which is also your residence. Is that correct?

GOV. HOGAN: Well, actually, you know, the Governor’s Mansion is just directly across the street from the statehouse, where the governor’s office is, and I’m showing up to work every day. We have a greatly reduced number of people working out of the statehouse and our staff is pared down to just a skeleton crew that’s in the office. But everybody else is telecommuting, and we’ve got about 20,000 state workers who are working from home and telecommuting in one way or another. But I’m showing up to work every day but being as careful as I can and trying to take the same advice that I’m giving to everyone else.

MR. RUBENSTEIN: Well, you have – because you’ve had some illnesses – obviously, cancer – you are more vulnerable than the average person of your age, I guess.

GOV. HOGAN: Yeah.

MR. RUBENSTEIN: So, are you taking special precautions?

GOV. HOGAN: Well, it’s – you sound like my wife now, David. I get that a lot. I’m not that concerned about – I mean, for a guy that’s had cancer and is over 60, I’m in, you know, pretty decent shape, and I feel fine, and I’m doing well. And I am being cautious and wearing masks when we’re around, trying to keep six-foot distance, and we’re limiting our numbers of people that are around. We’re handling most things over the telephone. But I’m really mostly concerned about the 6 million people in my state and, like everyone else, worried about my family and the people I love and all the other folks that I represent. And I’m not – I’m not as concerned about my own personal safety.

MR. RUBENSTEIN: Well, your family, are they all self-isolating in various places?

GOV. HOGAN: Yeah. It’s been – it’s been interesting. So, I’ve got three daughters and four grandkids, and I haven’t gotten a chance to see them. They’re all being careful and they’re all being creative. I’ve got very young grandkids. But I’m seeing them on Zoom and, you know, we’re Skyping, and it’s been kind of fun to be able to keep up with them. But not being together has been difficult.

MR. RUBENSTEIN: So, when I have to go to, let’s say, the pharmacy or to go to the food market, I’m always worried that a Maryland state trooper will arrest me because he’ll say, what are you doing?

GOV. HOGAN: [Laughs.]

MR. RUBENSTEIN: So how do they know that you're actually going to a food market as opposed to doing something else? What are the state troopers doing? Are they stopping people who are driving?

GOV. HOGAN: No, no, no. Look, it's not – we're not – it's not a lockdown situation. We're simply – we've got orders in place just to try to keep people safe. And obviously, you can go out and you can leave your house, and we just are limiting gatherings. And if people go to the stores, we do have an order; we're trying to make sure that people are – when you do go to the store, that you're protecting others and keeping people safe. And we're limiting – people are doing social distancing. Retail operations – grocery stores and pharmacies – have been really good about cooperating and keeping people six feet apart in lines, and they're wearing masks and gloves, and really taking every precaution they can.

But you know, we understand that people have things that they need to do in their lives. We're not trying to take away anybody's liberties or freedoms or lock them in their house. But we really do want – this is a critical time for us to keep people safe, so we're just trying to encourage people. If state police – if there's a large gathering, or a crowd, or some business that's operating in an unsafe manner and the – you know, they get a complaint from the health department, local and state authorities will try to, you know, go stop that from happening, have a discussion with the proprietor. But they're not out arresting people for, you know, walking around. So, you should be safe, David. I'll put a good word in for you.

MR. RUBENSTEIN: Yeah. If I get a parking ticket, can I just tell them I talked to the governor and he said it was OK to drive?

GOV. HOGAN: No, actually. You can drive, but you're still going to get the parking ticket. I'm not going to be able to help you with that.

MR. RUBENSTEIN: So, the biggest single challenge that you have faced over the last 60 days or so, what would you say it is? Dealing with the federal government? Dealing with the state government? What would you say the biggest challenge has been?

GOV. HOGAN: Well, that's a hard question, because there have been so many incredible challenges. You know, this is – this is the kind of thing that I don't think anybody could ever imagine going through. You know, I – when I first became governor, 90 days after I took the oath of office, I was battling riots in Baltimore and then a couple months later I was dealing with life-threatening cancer. And I mean, I've faced a lot of things. But – tough storms and whatnot. But this is – this challenge has been incredible. And I think that just the biggest challenge has been that it doesn't stop.

You know, every day it continues. And the intensity increases every day. It's sort of like a hurricane that hits every day over and over. And instead of, you know, passing by, the intensity of it increases. So I guess the challenge has just been the nonstop nature of, you know, hundreds and hundreds of decisions, and worrying about all these people that if we don't take these actions and that if we don't work as hard as we can, people are going to die. I mean, that's

really the challenge of it all. And, I mean, we're working seven days a week and as many hours as we can put in a day.

MR. RUBENSTEIN: So, if you're – someone is a citizen of Maryland, or they want to help the state of Maryland, what would you ask citizens to do? Make donations to what kind of areas? Or what can they do to most help the situation?

GOV. HOGAN: Yeah. Well, thank you for asking that, David. First of all, I've been so impressed. You know, out of tough times and adversities you really – you kind of sometimes see the best and the worst in people. And we've had incredible people across our state that have stepped up. We have a website called Maryland Unites, where we've tried to put together all of the needs, where people say: How can I help? And you can go on there and find places to either contribute, or to volunteer, and how you can help your neighbors.

And there are things like contributing to the Maryland Food Bank, donating blood to the Red Cross, and just any number of different small community organizations that are doing wonderful things to help our frontline health care workers, and our doctors, and nurses, and first responders, and just – or just helping an elderly neighbor that could use a hand, somebody check in on them and see if they can't get – pick up some groceries. There are plenty of things that people can do, and we really encourage that. It's been amazing to see the people willing to help their neighbors who are in need.

MR. RUBENSTEIN: So as you get ready to deal with the crisis that's coming, the wave, you feel that there's any particular need to do any more social distancing or any more things than you've already put in place over the next week or two, when I expect you think there will be the greatest wave of virus hitting us?

GOV. HOGAN: No, I think we've taken about every kind of action that you can possibly imagine. We've been taking action earlier and more aggressively than almost anyone in the country. And my hope is that as we start to see a leveling off and our numbers decreasing, our plan is to kind of lay out a roadmap to recovery, and to start easing off, and lay out a smart, safe way to reopen. And instead of adding more things, I think we're going to be starting to be taking things away as we start to see our numbers level off.

MR. RUBENSTEIN: So, two final questions I have for you, Governor, is, what would you say the lesson that you have learned from this experience? What have you taken away? What did you learn that you didn't know before as a result of going through this experience, as both the governor of Maryland and as a chair of the National Governors Association?

GOV. HOGAN: Well, so the – I guess the thing I just mentioned a moment ago, I guess I knew it already, but just seeing all the good people. I mean, I never imagined how many people would be suffering and struggling economically, and nobody could imagine how bad it would be, but also to see the people stepping up and helping has been incredible. But I guess the other thing that's been kind of pleasantly surprising as governor of Maryland, and also as the chair of the NGA, has been the bipartisan cooperation among the Democrats and Republicans coming together.

I can tell you that I'm on the phone every day with Democratic governors and Republican governors on an individual basis, in groups of governors, and then with the whole team. There really are no – nobody's wearing blue jerseys or red jerseys. We're all in this together. And the folks in Congress that pushed things through in a unanimous bipartisan way to help the American people in a very short, you know, period of time. I think it's a – you know, out of a – out of adversity comes opportunity. I think we maybe have an opportunity to maybe fix the broken politics in America. And it's surprising and hopeful that maybe when we start to get this virus under control and get our economy back, maybe we can find a little better way for us all to work together and to get things done, regardless of party affiliation.

MR. RUBENSTEIN: I didn't mention at the beginning, but I think the two governors in the United States who have the highest rating in their states are the governor of Maryland and the governor of Massachusetts. So, you have a very high rating in the state of Maryland. But are you upset that you can only serve two terms as governor of Maryland? Or will you be happy that that will actually – your term will end at some point and you can go onto something else?

GOV. HOGAN: [Laughs.] Well, you know, frankly, to tell you the truth, David, I kind of wish I had run for governor in Virginia because they only have one term limit. And I would – I'd be, you know, relaxed and I wouldn't be going through all this stuff right now. But, no, I'm just kidding. It's been a tremendous honor to serve as governor. I still got a few years left to go here until January of '23, but it's an awesome responsibility. And this is a tough time to be serving, but it's an honor to be here. And I'm happy to have this job to serve my fellow citizens. And you know, I don't really care much about popularity, but I'm glad that people think we're doing a good job because we have a great team of people that's doing their very best to try to keep them safe.

MR. RUBENSTEIN: All right. Well, Governor, thank you very much for your time and for the job you're doing. And obviously hope a lot of people who are watching and listening today will contribute in the ways you've suggested. So, thank you very much for being with us today.

GOV. HOGAN: Thank you very much for having me, David.

MR. RUBENSTEIN: Bye.

OK. So, we've now had Ted Leonsis and we've had the governor of Maryland. And now we're going to have Kim Ford. Kim Ford is the president and CEO of Martha's Table, as I mentioned earlier. She has been doing that for about a year or so. And replaced – and succeeded Patty Stonesifer in that position. And she's had a wealth of experience in the federal government, working in the Obama administration and also at the University of District of Columbia.

And, Kim, for those people that are not familiar with Martha's Table, in 30 seconds tell us – or a minute, tell us exactly what it does.

KIM R. FORD: Absolutely. So, first, thank you, David, for all of your support for Martha's Table. The Economic Club, Ted Leonsis and Monumental Sports for all of their support. And I do see two former presidents on the line. So shoutout to Lindsey Buss and Patty Stonesifer.

Welcome to Martha's Table. What we do, this is our 40th year. We are 40 years strong. We're very proud to support strong children, strong families, and strong communities. We do that through nationally-accredited early childhood education programs, through health and wellness programs promoting healthy markets and healthy living, through family engagement and community supports – like our Outfitters boutique, where people can shop at no cost for children's clothes and adult workforce attire. And our longest-standing program, McKenna's Wagon, that goes out every day and provides a hot meal to those who are facing housing instability.

MR. RUBENSTEIN: OK. So, who is Martha, and why is – where does the name Martha's Table come from?

MS. FORD: Well, Martha does come from the Bible. And she was Mary's sister. She liked kind of being in the background. She was the one that was in the kitchen, wasn't the forward-facing or front-facing person, but wanted to make sure that she could support folks, you know, in that – in that background kind of way. And that's very much like Martha's Table, is that, you know, we stand alongside the community, but we do it from a different vantage point, if you will.

MR. RUBENSTEIN: Now, your main building is in Anacostia, is that correct?

MS. FORD: Yes. We have moved our headquarters to 2375 Elvans Road Southeast. It's a beautiful building. We welcome anybody who hasn't been to come join us at the table, 57,000 square feet of the most beautiful space you've ever seen.

MR. RUBENSTEIN: Now, you have programs where young children come there during the day, pre-school, and they do various things – learn and so forth. What is going on with that program right now?

MS. FORD: Yeah. So, with our COVID response there are really two big areas that we're hoping to talk about today. One is our food response, and then also our education response. So, we do have two nationally accredited early childhood education centers. One is in our headquarters in Southeast. One is in Northwest. We support over 200 young people, six weeks to age four. And so, we did have to close our schools. In closing our schools, we have provided a comprehensive support package for those families, including cash transfers of \$750 a week, including \$15 worth of credits to a grocery store via a gift card. Also, diapers, wipes, and formula for those families.

Because we knew that our families would be some of the hardest hit during this crisis and saw a parent – after the national conversation about cash transfers started – a parent out front said: Hey, man, Martha's Table started that. you should tell them. [Laughs.] But as we remain close with our education programs, we are supporting our families also through distance

learning. We talk to our families every single day. We have an online technology where we send lesson plans. Our teachers continue to be very engaged. We send lesson plans. We send materials to our families, including things like sensory kits. So, when you're talking about particular young children, you know, there's a lot of play that you have to do, there's a lot of sensory that you have to do with those young children.

So, the learning continues in this environment, but again also just supporting those families who are, again, being hit very, very hard by COVID. We just completed a survey where over 80 percent of our families participated. And there's two really big themes that have come out. I want to make sure I get the quotes right. One was: Definitely – the cash transfers definitely came in handy when my hours were cut back at work and I'm not receiving as much as I'm used to. It's really a life saver, and I'm very grateful to be able to receive a stipend to help my family during this pandemic. That's a big theme that we're seeing. People are losing their jobs. Their hours are getting cut back.

And another theme is that families are not only suffering financially but mentally, because the health scare is causing many folks to live in fear and anxiety. And that's another big trend, is that there's a lot of stress. There was already stress in the community. This has certainly exacerbated that stress. And stress then can manifest itself in a number of ways. And so, we're just glad that, you know, Martha's Table can continue to stand by those families.

MR. RUBENSTEIN: Now, I saw on television last night, like, in Dallas there are something like 10,000 cars lined up on food banks to get food because people have been laid off and now, they're getting food. I haven't seen that in Washington yet. Is food readily available to people who need it, through the various food banks and programs like Martha's Table? And can people contribute food to you? And how do they best do that?

MS. FORD: So, I'm so glad you asked. That's the second pillar of our response. So, we want everyone to know, Martha's Table is open. We are open. And we are actually expanding all of the work that we do in food. So our lobby markets are open from 11:00 a.m. to 4:00 p.m. in Southeast and in Northwest. And in Southeast also on Saturday from 10:00 to 2:00. We have added 10 community grocery drop-offs in Southeast throughout the community, where we're supporting an additional several hundred people a day.

We are going out to buildings where seniors are not able to come out and dropping off hundreds of bags of groceries a day. We are supporting the D.C. government meal sites through Wards 7 and 8 where, again, hundreds and hundreds of bags. I'm actually looking out right now and seeing our vans are being loaded up with over 600 bags of groceries that will be going out to support those efforts.

And we've expanded our hot meals program. So, I mentioned McKenna's Wagon earlier. In addition to that we've launched a great partnership with Food It Forward DC, with the Clyde's Restaurant Group and Need Hospitality, where 400 hot meals are going out, again, to those in the community, those who are facing housing instability, seniors who aren't able to come out. And so, when you talk about the lines and lines of cars, we do see that quite often. Our demand has grown four-fold. We used to have about 600 bags of groceries a day through our Joyful Markets

and through our lobby markets. Now it's over 2,000 bags of groceries a day. And it continues to jump.

MR. RUBENSTEIN: So, let's suppose somebody says: I don't have a lot of extra food in my house, but I have some money. Can they give you money?

MS. FORD: They certainly can. We absolutely would welcome –

MR. RUBENSTEIN: Where do they send it, or how do they get – how do they send you money?

MS. FORD: Right, well, www.MarthasTable.org/donate. Folks can actually contribute. And you can contribute at any level. We have seen amazing grassroots support. And we really want to appreciate everybody who has stood alongside us during this tough time. Folks can – you know, a bag of groceries is about \$10. So you can use that as a multiplier effect. Again, we're going through 2,000 bags of groceries a day. We would welcome particularly The Economic Club and business leaders to think about, you know, the \$10,000 level. That's a thousand families with a bag of groceries. And it's important to know that these are healthy groceries. It's shelf-stable items and healthy fruits and vegetables. So, it's not just food; it's good, healthy food.

MR. RUBENSTEIN: So, when you took this job you knew it would be not the easiest job probably you ever had, but what's been the biggest challenge in light of the virus? And I notice that you're in the office, as we discussed earlier. How come you're not at home?

MS. FORD: Well, you know, kind of like the governor said, you know, we're trying to model behavior. But you know, you still have to be boots on the ground. There is so much about our operations where you actually do have to come in. We are combining food access with safety. We are also on a very skeleton model of folks coming in. Most folks are on telework. Our volunteers, we see ebbs and flows of volunteers. That's another way that folks can get involved, volunteering, by contributing. But there's still just a lot that we have to do. And, you know, and who wouldn't want to come in and see this beautiful artwork behind me?

MR. RUBENSTEIN: So, no regrets about taking this job, is that correct?

MS. FORD: None whatsoever. I'm proud to be at Martha's Table. I'm excited every single day to get out to support this community. Nobody could have contemplated a global pandemic, but I'm so glad that organizations like this – that we can continue to walk alongside our community in really tough times. That's what it's about. That's what we're supposed to do. And I'm just so proud to be on this team. Martha's Table team is the greatest. Forty years strong. And since we had Ted Leonsis earlier, Martha's Table for the win.

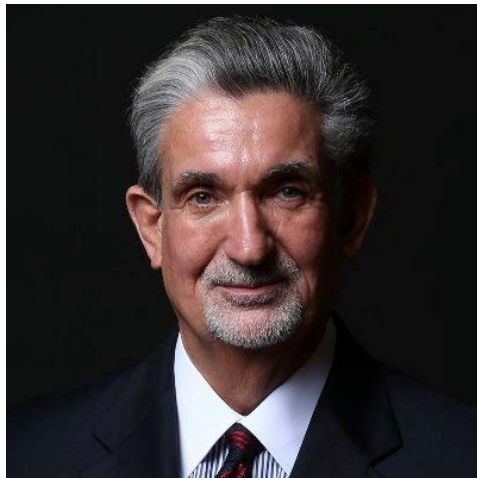
MR. RUBENSTEIN: OK. Final question for you. What is the main message you'd like to give to Washington residents – Washington area residents. The main message about Martha's Table and what they can do right now. A simple message that you want to give to people.

MS. FORD: Martha's Table is open. Everything has significantly increased in terms of demand. So please support us by contributing to us, by donating to us both financially and maybe your time through volunteer opportunities. But we are open. We are going to continue to stand alongside this community, as long as possible, no matter how long it goes on.

MR. RUBENSTEIN: Kim, thank you very much for what you're doing at Martha's Table, and thank you for coming on today. And I hope everybody will respond and do some things that can be helpful to you. Thank you very much, Kim. Thank you.

MS. FORD: Thank you. Thanks so much.

MR. RUBENSTEIN: To remind everybody, I want to conclude my remarks today by saying that I hope you've enjoyed and thought these programs have been useful. We're trying to get people in the community to tell what they're doing in many cases and give you useful information. We probably will have another program to be announced next week, Friday or so. We're working on that now. But we do have the program I already mentioned with Tony Fauci the following week. If anybody has any suggestions about things we can do that we're not doing on these programs, please let us know. And let me conclude here and say: Thank you very much for your participation in these programs. And thank you very much for responding to the efforts that many people have made here to seek community support and business community support. Thank you very much.



Ted Leonsis
Founder, Chairman, Principal Partner and CEO
Monumental Sports & Entertainment

Ted Leonsis is an Internet industry pioneer who helped build AOL into a global phenomenon. He is a serial entrepreneur who has built and sold multiple successful businesses over three decades. He is a cofounder and partner at Revolution Growth, a venture capital firm helmed by AOL cofounder Steve Case. Leonsis serves on the board of governors for the NBA and NHL as well as on the executive committee of the NHL. Leonsis founded SnagFilms, the internet's leading site for online audiences to find, watch, and share documentary films. Ted also has been a producer of award-winning documentary films such as *Kicking It*, *Nanking*, and *A Fighting Chance*. Leonsis has been named Washington's Businessman of the Year, Washingtonian of the Year, one of the 20 most influential people in sports, and one of the top 10 entrepreneurs of the year. He sits on the board of directors of several leading companies ranging from American Express to Groupon.



**The Honorable Lawrence J. Hogan, Jr.
Governor of the State of Maryland
Chair, National Governors Association**

Governor Lawrence J. Hogan, Jr. was sworn in as the 62nd governor of the State of Maryland on January 21, 2015. In 2018, he was overwhelmingly re-elected to a second four-year term, receiving the most votes of any Maryland gubernatorial candidate and becoming only the second Republican governor to be re-elected in the 242-year history of the state.

In his first inaugural address, Governor Hogan reminded citizens of Maryland's history as a state of middle temperament and pledged to advance the best ideas, regardless of which side of the political aisle they come from. He is recognized nationally as a strong, independent leader who consistently delivers real results and achieves common sense, bipartisan solutions.

Economic Turnaround. Immediately upon taking office, Governor Hogan took decisive action to create a more business-friendly future for Maryland by bringing tax relief, balanced budgets, and long-term fiscal responsibility to the state.

The governor's first year in office was the most successful in total job creation and private-sector job growth in the last 15 years, and after previously losing over 100,000 jobs, Maryland has created 120,000 jobs under his leadership.

Top Priority: Education. Governor Hogan has invested a record \$32 billion in local K-12 education funding, and is committed to thinking outside the box and advocating for innovative solutions to close the performance gap and prepare children for the jobs of the future

Environmental Stewardship. As chairman of the six-state Chesapeake Executive Council, Governor Hogan has made historic progress to protect the state's most precious natural asset: the Chesapeake Bay. He has fully funded all bay restoration efforts and committed a historic \$5 billion toward wide-ranging bay initiatives. As a result, the Chesapeake Bay received its highest score for water quality in recorded history

Rebuilding Infrastructure. The state is moving forward on top priority road projects in every jurisdiction, fixing every single structurally deficient bridge in Maryland, and has resurfaced more than half of the state highway system.

In 2017, Governor Hogan broke ground on the long-anticipated \$5.6 billion Purple Line light rail project in Montgomery and Prince George's Counties, which represents the largest Public-Private Partnership in America.

Opioid Crisis. One of his first actions as governor was to establish the Maryland Heroin and Opioid Emergency Task Force, and he immediately implemented nearly all of their 33

comprehensive recommendations. He was the first governor in America to declare a full-scale State of Emergency in response to the opioid crisis, and has committed \$800 million toward fighting the heroin, opioid, and substance abuse epidemic with a four-pronged approach of education, prevention, treatment, and enforcement, led by the Opioid Operational Command Center.

Baltimore Riots. Governor Hogan also has faced a number of unexpected challenges with courage and candor. Just ninety days after his inauguration, protests in Baltimore City turned violent and the state's largest city was in flames. Faced with the worst violence the city had seen in 47 years, the governor acted swiftly and decisively. He declared a State of Emergency, called in the National Guard, and within hours, order was restored. The Hogan administration received credit for strong leadership and a rapid and effective response and has been asked to teach others around the country best practices for handling similar crises.

Cancer. Sixty days after the riots in Baltimore, Governor Hogan was diagnosed with aggressive Stage 3 non-Hodgkin's Lymphoma. Over the next five months, he underwent 30 days of aggressive, 24-hour chemotherapy, multiple surgeries, spinal taps, scans, drug therapies, and other procedures. On November 16, 2015, he announced that he was 100% cancer free and in complete remission. Since waging his own fight, Governor Hogan has made it his mission to raise awareness for those battling cancer and support efforts to find a cure.

National Governors Association. With a proven track record of delivering real results, Governor Hogan's principled, bipartisan, common sense leadership extends to both the regional and national stages. In 2019, he was unanimously elected to lead America's governors as chairman of the nonpartisan National Governors Association (NGA), which represents all 55 U.S. states, territories, and commonwealths.

Change Maryland. Prior to his election in 2014, Governor Hogan – who had never before held elective office – spent more than 25 years building and running small businesses in the private sector. In 2011, he founded Change Maryland, the largest nonpartisan grassroots organization in state history, which is dedicated to bringing fiscal responsibility and common sense to state government

Family. Governor Hogan is married to Yumi Hogan, a first generation Korean American, artist and teacher. She is the first Asian first lady in Maryland history and the first Korean American first lady in United States history. They have three daughters: Julie, Jaymi, and Kim; four grandchildren; and two shih tzu dogs, Anna and Chessie.



Kim R. Ford
President and CEO
Martha's Table

Kim R. Ford serves as President and CEO of Martha's Table. Ford previously served as Deputy Assistant Secretary and Acting Assistant Secretary in the U.S. Department of Education's Office of Career, Technical, and Adult Education. Ford provided leadership, direction, and management on over \$2 billion dollars in career and technical education, adult education, correctional and re-entry education and community college initiatives, which collectively serve over 25 million students annually.

Previously, Ford served as the Dean of Workforce Development and Lifelong Learning at the University of the District of Columbia Community College (UDC-CC). She promoted an environment of student success focused on building community, instituting feedback loops and helping students transition into higher levels of education and careers.

Prior to joining UDC-CC, Ford served in the Obama Administration's Recovery Implementation Office, which was responsible for implementing the American Recovery and Reinvestment Act of 2009. She directed working relationships between the Office of the Vice President and eight federal agencies on over \$350 billion dollars of Recovery Act programs.

Ford holds a Bachelor's Degree in International Business from Vanderbilt University and a Master's Degree in Public Administration from the University of Pennsylvania.