

THE ECONOMIC CLUB

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

**Maryland Governor Larry Hogan Discusses the State's Progress,
Bipartisanship in Politics, and his Bout with Cancer.**

**The Honorable Lawrence J. Hogan, Jr.
Governor
State of Maryland
Thursday, August 2, 2018**

DAVID M. RUBENSTEIN: We're very honored today to have the 67th governor of the state of Maryland, my home state and the state in which I live, and – Governor Hogan. Governor Hogan's background is probably well known to most of you, but for those who might be watching let me give you his background relatively briefly. He grew up in Prince George's County. His father was actually a member of Congress for three terms and also served as county executive to Prince George's County. Governor Hogan grew up in Landover, Maryland, born in Washington, D.C. He went to Florida State University, got his bachelor's degree, came back and worked in Congress, and then helped run his father's campaign for Prince George's County executive. Subsequent to that, he ran himself for Congress once, as a 24-year-old. That did not work.

MARYLAND GOVERNOR LARRY HOGAN (R): [Laughs.] That was a bad idea. [Laughter.]

MR. RUBENSTEIN: Only – the only reason he didn't get elected is you have to be 25 to serve, and so the voters recognized he was a little bit young. Subsequent to that, he actually ran for congress again against Steny Hoyer.¹ Did not win that time either. But he built his real estate business, Hogan Companies, into a very successful real estate company. And then in 2014, he decided to run for governor. The first time he'd run statewide. And he defeated an incumbent lieutenant governor, Anthony Brown, who is now a member of Congress. And he was elected by 51/47 percent vote, I think that's what it was. He has now become extremely popular governor of Maryland. He has the – either the highest or the second-highest approval rating of any governor in the entire country: 76 percent approval rating. [Applause.]

GOV. HOGAN: [Laughs.] Thank you.

MR. RUBENSTEIN: And according to The Washington Post surveys, he has the highest approval rating of any person who's ever served as governor of Maryland. So, also a very distinction – a very big distinction, because Maryland is not necessarily a Republican state, as we know.

GOV. HOGAN: Not necessarily, no. [Laughter.]

MR. RUBENSTEIN: One of the reasons for his popularity is he's been very good in job creation. About 100,000 new jobs have been created in Maryland since he's been governor. And he's also done a number of things that I think have helped with the economic development of the – of the state. And we're very honored to have you here today. So, thank you, Governor Hogan, for making the time.

So, let me ask you the obvious question. You ran for Congress twice and lost. You are a Republican in a Democratic state. What made you think you could possibly get elected governor when you decided to run in 2014?

GOV. HOGAN: Well, that's a great question. Well, first of all, the first time I ran I was 24 years old. You had to be 25 to serve. So, they would have to delay the swearing in if I were to win. But we didn't have to worry about that, because I got smoked. [Laughter.] It was a special

¹ Steny Hoyer (D) is the U.S. Representative for Maryland's 5th congressional district, serving since 1981.

election in 1981, just after President Reagan was elected. And I was the president of the Young Republicans and the chairman of Youth for Reagan. And I was passionate. But I was way before my time. I learned a few lessons. And it was a great experience.

The second time was 12 years later, when I took on Steny Hoyer, who was at the time the number-three guy in the leadership in the majority in Congress. And we actually were declared the winner in that race. I won four out of five counties by 20 points. At about 2:00 in the morning we were still leading. They declared me the winner on every local and national television station – a surprising upset. And then late the next afternoon there were enough votes in Prince George’s County for him to eke it out and squeeze it out. I then swore off politics forever and ran a real estate business. And came back – and that was – ran when I was in my 20s, when I was in my early 30s. And now I’m an old guy, and I decided that –

MR. RUBENSTEIN: Well, you’re not old. You know, 62 is very young. In my view, it’s like a teenager. [Laughter.]

GOV. HOGAN: I’m a teenager. But I really – it wasn’t out of any desire to become governor. I was just a small businessman who loved the state of Maryland. And I was frustrated with what was happening in our state. We had raised taxes 43 times in a row. It crushed our economy. We lost 8,000 businesses and 100,000 jobs. And I said, enough is enough. Somebody has to do something about it. So, I stepped up and ran. Quite frankly, most people did not think I had any chance whatsoever in a state where they’re only 26 percent Republican. We were outspent by \$20 million. And we surprised everybody and won the biggest upset in the United States.

MR. RUBENSTEIN: Well, let me say, I should have said at the beginning that you have – you’re married with three daughters and four grandchildren and two dogs. And what did your wife say, or your children say when you said you were going to run for governor in the Democratic state?

GOV. HOGAN: Well, you know, I did sit down with the family. And, you know, at first, they thought I was crazy. They were wondering if I was feeling OK, you know, had I been drinking. But, no, they were all in. They said, look, it’s a long shot. And I told them what it was going to be like and what they were going to go through and how much work was involved. And they said they were onboard. But, quite frankly, most of my friends and family, you know, the response was, hey, we agree with what you’re saying, and we think you might be a pretty good governor, but you have no chance whatsoever to win in Maryland. [Laughs.]

MR. RUBENSTEIN: So, can you describe the scene with your father? Your father was about 86 years old when you ran. Your father passed away last year. He had run for governor 40 years earlier. He was defeated. You are elected. What was it like when you saw him that night when you knew you were going to win?

GOV. HOGAN: Well, it was just incredible. And probably the biggest highlight for me of the entire campaign. It was on election night. My dad – he’s my hero. I’ve been proud of him my whole life. He ran – he gave up a safe seat in Congress in 1974 to run for governor of Maryland. Was unsuccessful. And so, he was there with me in the suite at the hotel room, ready to go down

and make the victory speech. We just found out that we had won. I think Charles Krauthammer was on Fox News saying it's a nuclear explosion in Maryland. [Laughter.] People were excited. And my dad was just glued to the TV set. And I said to him – I said, Dad, it might have taken us – he had the same name, Larry Hogan, Sr. I said, Dad, it may have taken us 40 years, but we finally have a Larry Hogan that's going to be governor. And he just – tears ran down his face. It was incredible.

MR. RUBENSTEIN: So, when you get to be governor – now, you had worked in the state office for Governor Ehrlich. Governor Ehrlich was the only other Republican governor in the last 50 years. So, you had worked as his appointment secretary. So, you knew the state operations. But were there anything that was a surprise to you about being governor that you didn't see with Governor Ehrlich? And what would you say are the biggest one or two surprises as being – that you've seen as governor?

GOV. HOGAN: Well, first of all, so I knew state government pretty well. I was – I was in business. Bob Ehrlich was a friend of mine. I actually got him involved in politics, working in some of my dad's campaigns. He's – you know, he came to me and said: I need your help. And I said, no thanks, I'm not looking for a government job. But I agreed to get in there and be a Cabinet secretary in this administration. I learned a lot about what to do and what not to do. Might have picked up a few pointers on how to do things better. But it was – you know, I had a pretty good understanding. Although I spent my whole life in business, I had a pretty good understanding of politics and government. I think it was an advantage to know both.

MR. RUBENSTEIN: OK, so when you're governor of Maryland, you get about a 50-room house to live in. Do you really need all those 50 rooms, or what do you – [laughter] – what do you do with a big mansion?

GOV. HOGAN: Well, you know, I didn't buy the house or build the house. But, yeah, the state constitution requires the governor to live in the governor's mansion. I had a house that I loved on the water just south of Annapolis, off the South River. We were empty nesters. We had all this privacy. And then I moved into this 26,000-square-foot governor's mansion. I think it's the second-biggest in the country. And now I have about 30 people in my house all day long. It's a real honor to live there, and there's tremendous history, but it's probably not the most comfortable place in the world. It's like being in a museum.

And I'll tell you a quick funny story that I shouldn't tell. And my communications people are going to tell me I shouldn't have said it. But first week I'm governor, you walk in and there's a staircase that goes up three flights, and you can look up and see it. I'm walking from my bedroom to an office that's up on the second floor, thinking no one's there. And I look over the rail and there's people having a tour. I'm in my boxers with a cup of coffee in my hand. [Laughter.] So quickly I learned there's no privacy in the governor's mansion. I got to get dressed before I leave the room.

MR. RUBENSTEIN: So, I guess you haven't had to answer the question, boxers or briefs, before, people know, right? [Laughter.]

So now, to be very serious, when you – early in your governorship you felt ill on a trip to Asia. You came back and the doctor told you you had a serious illness. Can you describe how you knew you had the illness and what the treatment was?

GOV. HOGAN: Sure. I mean, so I had been – I had been governor almost five months, I guess. And I was on a trade mission to Korea, China, and Japan. And I guess I first started to feel something on the flight to Korea. I had a back pain. And I thought it was just a pulled muscle or something. But it's a long flight, you know, maybe 20 hours on a plane. And then we were in China, and I was walking the Great Wall of China. And I got out of breath. And then a couple days later I was in Japan and I felt a – like a golf ball size thing pop out – I was shaving. And I said, something's not right. I'm going to check that out when I get home. But other than that, I had no symptoms at all.

And I went to my doctor who said, I don't think it's anything. It's probably a benign cyst of some kind. But I'm going to send you for a – you know, a scan – CAT scan to see what's going on there. And then they said they'd like to go a little further, and a little further, and a little further. And I had three doctors I just met for the very first time walk into the room and tell me that I had a very advanced and aggressive cancer – 40 or 50 tumors from my neck to my groin that had spread very rapidly. And they said, you have to immediately go into very aggressive chemotherapy treatment.

MR. RUBENSTEIN: So, when you heard that, and you had non-Hodgkin's lymphoma, which is treatable. It has about a 70 percent survival rate, but it's still a very serious disease. Did you say, well, maybe I should give up being governor, get rid of the stress and just get treatment? Did you consider that?

GOV. HOGAN: No, I never did. I mean, you know, probably everybody in this room has in one way or another been touched by cancer, either themselves or with a spouse or a parent or a child, or somebody they love. And I tell you, everybody else that goes through it tries to fight too, you know, do their – go about their daily business and do their job as best they can, and to keep working. So, I never thought about, you know, stepping aside from the job. Look, I was a new governor. I was a father with three daughters and, at the time, two grandkids. And for my first – this was Father's Day weekend, Friday, when I got diagnosed. And I had to go home and explain it to my wife and my kids. My dad came over for Father's Day dinner. I had to explain it to him. He probably took it the worst.

But it's actually the family – it was worse on them than it was on me. I never for a moment, you know, got upset or concerned. But they were in tears, obviously, and felt a little helpless. And then I immediately the next week said: I have to tell the rest of the people, because I had a whole state counting on me as a new governor. I wanted to be as open and transparent as possible. So, I scheduled a press conference. I was having a bone marrow surgery that morning. And I'm in Anne Arundel Hospital. And they're going to drill a 12-inch thing into the side of my hip to test to see if the cancer had gone into my bone marrow.

And I'm in the prep room. And the nurse says, you know, we're going to put you under full anesthesia, and then afterwards we're going to give you Percocet and Vicodin. So, whatever

you do, don't make any major decisions. [Laughter.] Don't drive – which the state police won't let me drive anymore. And don't operate any heavy machinery. And I said, well, I'm not planning on doing any of those things, but I am going to have a press conference at 2:00 today. And she said, that's a really bad idea. [Laughter.] You're not going to be able to do that. And I said, well, I have to because I'm going to go into the hospital tomorrow to start chemo and I want to tell the world about what's going on before they read about it or hear some rumor.

So, she runs out of the room, the surgeon comes in with his mask and his gloves. And he says, Governor, my nurse tells me you're going to try to have a press conference today. That's not a good idea. You're going to be heavily medicated. And I said, well, I have to do it. And he said, they're not going to ask you questions, are they? [Laughter.] I said, I'm pretty sure they're going to ask questions. But it was like truth serum. I got up there and I said, whatever you want to know. I'll tell you the whole story. [Laughter.] So, I went in that morning. I told my immediate staff and my Cabinet. And then I told the rest of the world.

And, you know, the funny part of that was one of the questions was, well, Governor, what are the odds? What are your odds? And in front of this group I said, well, they're a whole lot better than they were of me beating Anthony Brown and becoming governor, I know that.

MR. RUBENSTEIN: So –

GOV. HOGAN: And then somebody said, well, is there a case where the lieutenant governor would have to take over? Do you envision a time when the lieutenant governor would have to take over for you? And I said, I'm pretty sure if I die the lieutenant governor's going to have to take over. [Laughter.]

MR. RUBENSTEIN: So, you went through 18 – was it 18 months of treatment, more or less?

GOV. HOGAN: Yes.

MR. RUBENSTEIN: So very intensive, every day. So, was it possible to really do a lot of work when going through treatment?

GOV. HOGAN: Sure. So, I – off and on I did six months of 24-hour-a-day chemotherapy. I would go in for five days, 24 hours a day. They were feeding me full of five different kinds of chemicals. And I'd take 10 days off and then go back again, and then back again. So, while I was in the hospital I had Cabinet meetings, I had senior staff meetings. They brought me stacks of work, and I kept working in the hospital. And when I was out, I was trying to keep as regular a schedule as possible. I did four surgeries, six months of 24-hour deep chemotherapy, another 12 months of normal chemo, radiation. I mean, all kinds of crazy things. And I made it through and kept working, and got a lot done.

MR. RUBENSTEIN: So now you are in remission, is that what you would – how you would characterize it?

GOV. HOGAN: I am now 100 percent cancer free and in complete remission, which is terrific to – [applause] –

MR. RUBENSTEIN: OK, great. So, now, obviously, as everyone knows, when you go into chemo, among the side effects that are visible is you tend to lose your hair. Your hair was longer. Now that your hair has grown back you have a buzz cut. Is that a new thing you're –

GOV. HOGAN: [Laughs.] Well, so I used to have a beautiful head of gray hair, like yours. Very thick mane. I thought I was very distinguished. But it hasn't quite come back. I mean, after 18 months of chemo, it's growing on the sides but not in the middle. So, I used to have a thick head of hair. It looks better short. And I think it's not as distinguished, but I look tougher. So – [laughter] – I'm going for, like, The Rock or Bruce Willis. [Laughter.] And I can tell you, this was our most successful legislative session ever. I think it was the hair. I was intimidating the legislature. [Laughter.]

MR. RUBENSTEIN: So, now Maryland is obviously a very Democratic state. It's gone – in the last 11 presidential elections, I think only three times have they gone Republican. As I mentioned, only one other person was a Republican elected governor in the last 50 years. So how do you govern the state as a Republican governor when the Democratic legislature is so Democratic – the legislature's so Democratic? How do you deal with that? Do you have to veto a lot of things? And how hard has it been for you?

GOV. HOGAN: Well, it hasn't been that hard. I mean, it's been – I knew what I was getting into, as – you know, I started nine years ago a group called Change Maryland, which is a nonpartisan, grassroots organization made up of Democrats, Independents, and Republicans. And that grew into a campaign for governor, because we were about trying to change Maryland for the better. It was a message that wasn't about Republicans and Democrats. It was about Maryland's future. It was about focusing on the economic issues, you know, helping us grow the private sector, put more people to work, and turn our economy around.

So, I went into it, not as a partisan Republican but as a – you know, about as close as you could get to an Independent. And I knew that the legislature in both houses is more than two-thirds not just Democrats, but really very liberal Democrats, who might not agree with me on everything. But I thought that if we – if we just reached across the aisle and came up with commonsense bipartisan solutions, we could make progress. And you know, from the very first day, my inaugural address, I talked about trying to find that middle ground where we could all stand together. And I talked about ushering in a new era of bipartisanship.

And that's exactly what we have done. In spite of the fact that we're of different parties, I think we've gotten more done than any previous governor in Maryland. I think it's why, when I ran for governor, more than two-thirds of all Marylanders thought we were heading in the wrong direction. And now, as you pointed out, 76 percent of the people in Maryland think we're doing a good job and we're heading in the right direction. And we've accomplished a heck of a lot in a bipartisan way.

MR. RUBENSTEIN: One of the things that you're trying to accomplish now, as other governors are, is to get Amazon to relocate its second headquarters. What do you think the chances are that will happen?

GOV. HOGAN: I think it's a really good chance it's going to happen. I think that we've already been – we're on the short list. We had a great presentation with them. Ike Leggett and I, the county executive here in Montgomery County, we're a team – again, a bipartisan effort working together. I believe that we have an excellent chance. We're on the very short list. They're going to make a decision by the year end. And we put our best foot forward. We left it all on the field. We had the best, most aggressive proposal in America. And I think you're interviewing Jeff Bezos in a few weeks. I think he should close the deal right here. [Laughter.]

MR. RUBENSTEIN: OK. We'll try. [Applause.] OK, we'll try. So now one of the things that you've tried to do is reduce taxes in Maryland. Now, obviously you've made progress, but it hasn't gone down quite as much as you would like. Do you think Maryland has a reputation as a high tax state? And has that been a problem in attracting businesses?

GOV. HOGAN: Sure. Well, I started out saying that prior to me running for governor that we had raised taxes 43 times. And it caused us to lose 8,000 businesses and 100,000 jobs. So, it was a very well-deserved reputation. It's why I ran for governor. There were really – Maryland has so many great things going for it. You know, we have all these assets and advantages. We're in the heart of the Mid-Atlantic region, surrounding Washington, D.C. You know, the great university system, great schools, transportation. BWI is the number-one airport in the Washington region. Our port has now broken records 38 months in a row, Port of Baltimore. All these wonderful things.

But we had three self-inflicted wounds: We taxed people too much, we regulated them too much, and we had an anti-business attitude. So, the first very day we changed the attitude. As I was taking the oath of office, we changed highway signs all across the state to say we're – "Welcome to Maryland. We're open for business." I think they used to say what's in your wallet before. [Laughter.] But we changed it. And it wasn't just – it wasn't just a slogan on a sign. It was what our whole administration was about. I brought in a great bipartisan Cabinet – half Democrat, half Republican. Many people from the private sector who had never worked in government before. And we started to change the direction of we are open for business.

We've eliminated 850 job-killing regulations. We cut 250 fees. We reduced tolls for the first time in 50 years by \$316 million. Cut taxes four years in a row by \$1.2 billion. And we put all that money back into the pockets of hardworking Marylanders, retirees, and small businesses. And the results have been amazing. The economy has completely turned around.

MR. RUBENSTEIN: Now, let's talk about President Trump for a moment. You did not endorse him. You endorsed former Governor Christie,² I think, as I remember.

GOV. HOGAN: I did.

² Chris Christie is a former federal prosecutor who served as the 55th Governor of New Jersey from 2010 to 2018.

MR. RUBENSTEIN: Governor Christie. And then you publicly said that you voted for your father last time, is that right? So, what is your relationship with the President?

GOV. HOGAN: Well, look, so it's pretty clear. I was, I believe, the first governor – Republican governor to say that I wasn't going to the Republican convention. I wasn't going to support or endorse at the time Donald Trump – not the President, Trump. And that drew the ire of some of the folks in our – in the base of the party. But I thought it was the right decision for me to make. I also didn't think Hillary Clinton was the right one. I thought we had two really bad choices, quite frankly, which is why I had to write in, honor my late father. I just didn't make a decision. It didn't have much of an impact, because Trump lost Maryland by 30 points. So, it wasn't my vote that, you know, put him over the top. But actually, the relationship is pretty good. You know, I'm now the Vice Chairman of the National Governors Association.

MR. RUBENSTEIN: And you will be the Chairman next year, is that right?

GOV. HOGAN: Next July I'll become the Chairman of the National Governors, all 50 governors, both parties, which is a real honor. Just two weeks ago I was elected as the vice chair, that's by all of our colleagues in both parties. And it's a real honor. I'm a freshman, you know, governor. But I think that the fact that they had that much respect for me, as a bipartisan guy. I'll have that role as chairman through the presidential election in '20. So, it'll be interesting. But so, I've been at the White House a number of times. And the President's always been very gracious personally to me. And we've had – we'd had to work together with the administration. And they've been very cooperative and good on a number of issues.

On transportation, we secured – we were the first state in the country to get transportation dollars to do the Purple Line, \$5 billion project. That was the first transit project that the administration had done. We're working with every agency to try to help the things that we need. And they've been more than cooperative. But that doesn't change the fact that I have some differences of opinion. And I let people know when I don't agree. And I'm a pretty clear about it. I'm a pretty blunt guy.

MR. RUBENSTEIN: He – you've told me, he's called you from time to time when there are problems in Maryland, like the shooting in Annapolis, or the flooding that occurred. So, you have a cordial relationship.

GOV. HOGAN: Well, it's – I wouldn't say we talk very often. I've been to the White House two or three times, and he's called me a couple times when there were major emergencies, which is the same thing that President Obama did. I mean, it's just a common courtesy to reach out to the governor when you have a tragedy like the flooding in Ellicott City or the shooting in our state capital at our hometown newspaper.

MR. RUBENSTEIN: Did he ever ask you how you're so popular and how he could do some things like that? [Laughter.] Or he doesn't ask you?

GOV. HOGAN: You know, I probably shouldn't share that with anybody. But yeah, he is – he's very aware, right?

MR. RUBENSTEIN: Right.

GOV. HOGAN: He's very aware of – he pays attention to that kind of stuff. So, I went to the White House for the first time with all the governors – Democrat and Republican – a dinner. Going through the receiving line, I said, nice to meet you, Mr. President. First time I'd met him. And he said – he said, are you kidding me? It's an honor to meet you. I can't believe how popular you are in that deep blue state. You know how badly I lost that state? [Laughter.] So I was surprised that he knew, that he paid attention. And he was very affable. I mean, it's totally, you know, a different side of him that I hadn't seen before.

MR. RUBENSTEIN: And why do you think it is that Maryland is so Democratic? Virginia is not quite as Democratic, a neighboring state. Pennsylvania's not quite as Democratic. Even Delaware's not quite as Democratic. What do you think it is?

GOV. HOGAN: Well, Maryland has been a Democratic state for a long time. And the Democrats have been in power and sort of had a monopoly for decades. And a lot of it is gerrymandering. And a lot of people that are registered Democrats will say, all the decisions are in the primaries. So, while I might vote for a Republican for president or might vote for a Republican for governor, occasionally, you know, they're Democrats. And I got elected not because I was a Republican, but in spite of the fact that I was a Republican. Twenty-six percent of the state is Republican. We have a 76 percent job approval, which is about 55 points higher than the President's is, in Maryland.

MR. RUBENSTEIN: Oh, OK. So, let me ask you about my hometown of Baltimore. Baltimore has had some serious problems. When I was growing up, the city was the ninth biggest city in the United States. Now its population doesn't even place in the top 20. It has high crime rates, high murder rates, high STD rates, high illiteracy rates. What can a governor do, if anything, to really correct that problem?

GOV. HOGAN: Well, it's – Baltimore is – it's the heart of our state. It's the economic engine of the state. It's also the place where we have the biggest problems and the hardest problems to solve. There's no magic solution. These are problems that have taken decades to get to this point, and it's continually gotten worse and worse. But we're trying to do everything we can. We've invested – I don't know the exact number – maybe \$4.9 billion – in the city of Baltimore, record funded, you know, education in Baltimore to the tune of three times more than what we do the rest of the state. Seventeen thousand per student we put – the state puts money into the schools, which makes them the fourth-highest funded school system in America.

We put money into law enforcement. We brought in the state police in a taskforce with federal officers to arrest 269 violent – repeat violent offenders, because the city police couldn't handle it all by themselves. We've – I instituted Project C.O.R.E.,³ where we've taken down blighted properties all over the city and redeveloped them. We've put more than \$800 million in redevelopment that tore down blighted properties. And when there wasn't a redevelopment opportunity, we turned it into parks.

³ Project C.O.R.E. - Creating Opportunities for Renewal and Enterprise

But, look, there's – we could go on all afternoon talking about the things we've tried to do. I'll say that probably – even though it's only 9 percent or 10 percent of our population – it's probably – I've probably focused about 70 or 80 percent of our time and our effort and our money on how do we solve some of the problems in Baltimore. And it's just – we're making some progress, but some of the things are just out of control. A lot of it has to do with the opioid crisis and fentanyl and carfentanyl taking over the streets. That's why we have all the murders and it's why we're losing so many people. But it's something that's going to take everybody working together for a long time, to turn that city around.

MR. RUBENSTEIN: Well, speaking of a killing there, there was the killing of Freddie Gray. And you moved your office to Baltimore. How did you do that? And why did you decide to do that at the time?

GOV. HOGAN: Well, look, that's a – that's an interesting story. I had been governor for 89 days when the worst violence in 47 years broke out in our largest city. And it was a crisis that, you know, they don't really – the National Governors Association has this baby governor school that you go to. They don't teach you in baby governor school what happens when your largest city is on fire. It just had to be instinctive. I had to just act. And you had to make decisions quickly. Now, luckily, we had put together a great team right away, even though they'd only been there for 89 days. They had a great adjutant general of the national guard. We had a great superintendent of state police. We had a great director of MEMA, the Maryland Emergency Management Agency. Great Homeland Security secretary.

So, you know, I was paying attention to what was happening in Baltimore. There were – there were a couple of signs a few days earlier when a car was turned over at an Orioles game. And I then put our whole team on alert. We stopped all the leave for state police. We put the national guard on high alert. We had an executive order ready to sign to declare a state of emergency. And then – that was on a Saturday, or a Friday. On Monday, I was on my way to an embassy in Washington, driving down Route 50, New York Avenue. And my assistant in the car showed me an iPad with police cars on fire in Baltimore city. And I immediately got the mayor on the phone and said, you know, we're here to help and provide whatever assistance you need. And the mayor said, we don't need any help. Everything's under control.

And I said, with all due respect, it doesn't look like it's under control. And we're going to – we have everybody standing by, ready to assist. It looks like you're overwhelmed, and you do need the help. And I told her, stay in touch. I turned the car around. We went back to Annapolis – the fastest I've ever driven in a car, with lights and sirens on. Had a meeting with our entire security team in my office.

And we tracked down the mayor after a couple of hours of not being able to get ahold of her. And I said, Madam Mayor, I have two executive orders in front of me. One says: At the request of the mayor of Baltimore, I'm declaring a state of emergency and sending in the national guard. And the other one says: As governor of Maryland, I'm declaring a state of emergency and calling in the national guard. And I think it's better for you and for me if you ask us to come in. But either way, we're coming in, because we can't have the city burn down. And

she said, I need more time. And I said, there's no more time. And she just wanted to check in with her police commissioner. She called back 15 minutes later, and she said, since you're holding a gun to my head I guess I'll ask you to come in.

And I said, thank you. I signed the executive order. Rushed off to MEMA. Held a press conference. Called the entire team together. Drove to Baltimore. Sent in 4,000 members of the national guard, 1,000 extra police officers and firefighters. We immediately brought calm and peace to the city. We allowed people to peacefully protest for a week. I walked the streets of Baltimore the entire time. I got ministers and community leaders involved in trying to, you know, quell the violence. And, you know, we were nationally recognized for the – for the job we did. And now I do teach a course at the National Governors Association on how to deal with a crisis like that. [Laughter.]

MR. RUBENSTEIN: So, you mentioned the national guard. You have the control over the national guard, unless they're federalized. But you had some national guard troops who were down at the border in Texas, I guess near Mexico. You brought them back. Why did you bring them back?

GOV. HOGAN: Well, I – it was just a clear statement that I didn't approve of the separation of families. I mean, they were down there because they asked for a helicopter and a couple of – it was a small group. It was mostly symbolic. But it was the – it meant something, because we did have two mechanics, two pilots, and a helicopter down there on the border. I was the first and only, I think, Republican governor to actually withdraw any troops from the border. A couple of others then joined in and said they wouldn't send any. But we called them back. And I think it was the right thing to do. I mean, the President changed his position the next day or the day after. And realized that it was not good. I mean, I'm all for border security and keeping our borders safe. But I thought the separation of families was a terrible policy.

MR. RUBENSTEIN: So, you mentioned the Orioles. What can you do to fix the Orioles?
[Laughter.]

GOV. HOGAN: Wow.

MR. RUBENSTEIN: They haven't been doing that well. And is there anything the governor can do?

GOV. HOGAN: Well, look, there's two things I don't have a whole lot of control over. This rain – I wish I could stop the rain – and I wish I could make the Orioles win a few games. But, you know, one idea might be, David, for you to buy the Orioles. [Laughter.] Maybe put some money into the team, so we can get some good players, so we can win a game or two.
[Applause.]

MR. RUBENSTEIN: Well, if they're for sale, I'll consider it. But I don't know –

GOV. HOGAN: See that? I'm going to call Angelos⁴ right after this lunch.

⁴ Peter Angelos is the majority owner of the Baltimore Orioles.

MR. RUBENSTEIN: OK. All right. OK.

GOV. HOGAN: [Laughs.]

MR. RUBENSTEIN: So, let me ask you, you were – you were in Montgomery County recently. And Montgomery County was one of the four counties I think you did not win, is that right?

GOV. HOGAN: That's correct.

MR. RUBENSTEIN: But you're hopeful of winning it this time. The county executive is a Democrat, but he hasn't endorsed the Democrat. I think that's right.

GOV. HOGAN: Right.

MR. RUBENSTEIN: So, do you think you have a good chance of winning this county, Montgomery County?

GOV. HOGAN: I do. You know, a lot of people kind of laugh at that one, just like they laughed at me saying I was going to be elected governor. But I think the people in Montgomery County, although it's more than three-to-one Democrat to Republican, I think they appreciate the job that we've done, working in a bipartisan way. We've made great inroads. We've had an excellent working relationship with Ike Leggett,⁵ who is a Democrat. He and I have worked together on the Purple Line, on transportation issues, on 270, on 495,⁶ on saving Marriott and putting them in Bethesda with 3,800 jobs, on working together on Amazon.

And he's just one of many elected officials in Maryland – we've had 50 elected Democrats, or formerly elected Democrats – come out and endorse me. Most of the unions in the state are endorsing me. And many of the top Democrats, including the Comptroller Peter Franchot, Ike Leggett, and a dozen others have said they're not getting behind the other guy. And that's sort of almost an endorsement. [Laughter.]

MR. RUBENSTEIN: OK. What – obviously you've worked very hard, you've had the health challenges. What do you do for rest and relaxation? You have a home in Ocean City. Do you ever get there?

GOV. HOGAN: I think I got there once in the whole time I've been governor for four years. I've been to Ocean City many times for conventions, but typically we're running in and running out, or we're staying at a hotel because we're traveling with a big group of folks. But I have a place there. It's not being used much.

MR. RUBENSTEIN: So, what do you do for rest and relaxation?

⁵Ike Leggett is the county executive in Montgomery County, Maryland.

⁶ 270 and 495 are interstate highways in Maryland.

GOV. HOGAN: You know, I don't have a whole lot of rest and relaxation, honestly. I'm not just saying that. I work – especially now with the campaign – I go seven days and seven nights a week. I rarely ever take a day off. I think I was looking at the calendar. I have a half a day off on August 28th. That's my next opportunity. But I work a lot. I'm a workaholic. And I enjoy being out meeting people. So, it's part of – my enjoyment is doing things like this and getting a chance to talk with people like you. But the little bit of time I like to spend with my grandkids and my dogs and get out and get some fresh air. Maybe get on the water.

MR. RUBENSTEIN: Now, you have adopted some new dogs, is that right, rescue dogs?

GOV. HOGAN: We – this is a great story. So, we had – we were doing a bill signing to sign some anti-puppy mill bills and bills to encourage adoption. And they brought all these dogs and puppies in from shelters all around the state. And I was a sucker. I fell for these little puppies. There was – it was Baltimore City, the BARCS shelter. They do a wonderful job. They had a mom and four little puppies. And we ended up, together with my granddaughter and my press secretary, her family, we rescued all four puppies and the mom. So, I have the mom and one of the puppies, who are just adorable. And my granddaughter has one. And we rescued the other two with my press secretary and her parents. We're having a family reunion on puppy day. [Laughter.] We're going to have all the puppies together with the mom.

MR. RUBENSTEIN: So, wow. So, let's –

GOV. HOGAN: And, well, they came off the streets of West Baltimore. They then went to the BARCS shelter. So, they went from the roughest part of Baltimore neighborhood to jail, at the BARCS, to living at the governor's mansion. This is like America, what a great country. [Laughter.]

MR. RUBENSTEIN: So –

GOV. HOGAN: It's like Cinderella. [Applause.] And they are so happy too, let me tell you.

MR. RUBENSTEIN: Now, you're very young, as I mentioned, a teenager by my standards, 62 years old. If you were reelected you would at the end by 66 or 67, still a young age, I think, very young. Would you ever consider running for national office after your second term, if you have a second term?

GOV. HOGAN: Well, I hadn't ever really given that much thought. I mean, I'm really focused – I never really thought about running for governor. But right now, I'm focused on just getting reelected, because I think there are a lot more things we can get done in the second four years. But, I mean, you never say never. I'm one of the most popular governors in the country and I'll be chairman of the National Governors Association. But the question was only after the second term. You didn't say anything about 2020. [Laughs.] I'm just kidding. I'm just kidding. (Laughs.)

MR. RUBENSTEIN: So, you haven't endorsed anybody for 2020.

GOV. HOGAN: No, I have not.

MR. RUBENSTEIN: OK. All right. We have time for questions. Who has questions for the governor? This is not a shy audience usually. Here's one right here. Stand up. Just give your name and – if you would – and speak loudly.

Q: [Inaudible.] Governor, thank you for being here.

GOV. HOGAN: Thank you.

Q: I thought of this question before I heard you describe yourself as tougher and more blunt. So, I want you to know, this is Bob Flannagan who's asking.

GOV. HOGAN: Flannagan's pretty tough. [Laughter.] He should shave his head, then he'd really be tough. [Laughter.]

Q: The provision for the 470, 270, BW Parkway project is remarkable. And I'm sure the complexities are almost beyond comprehension. But what have been the biggest surprises you've encountered since you put it on the table? And what do you see maybe as some of the greatest challenges in front of you?

GOV. HOGAN: Well, thank you. It's a great question. Well, first of all, transportation infrastructure has been a real focus of ours. Our state had not really built a road or fixed a road for eight years. And they had drained – or, I'd say siphoned – a billion dollars out of the transportation trust fund to spend on other things. And we had the worst – crumbling roads and bridges and the worst traffic in America. And I pledged to do something about it. So, we put \$14.8 billion in our transportation plan. As we sit here today, we're moving forward on the top priority transportation project in every one of our 24 jurisdictions, some of which have been sitting around for decades. As we sit here today, we have 860 projects under construction totaling \$9 billion, which is unprecedented.

And then, in addition to that, we've proposed a \$9 billion P3 - public-private partnership - which is the largest in the world, for transportation, to widen 270 all the way from the Capital Beltway to Frederick, and to widen the Capital Beltway all the way from Virginia to Virginia. And that's the project that we put out there that we're moving forward on, about to get – solicit bids shortly.

And in addition to that, we're – we just have a signed memorandum of understanding with the Department of Interior to transfer the Baltimore-Washington Parkway to us, to 295, so that we can widen. 295 is one of the most congested roads in America. It was built for 10,000 cars a day, and we have 125,000 cars a day on it. But we're going to widen it all the way from Washington to Baltimore, which will be transformative. In addition to transit projects like Purple Line, which we have put \$5 billion into. And we've revamped the entire transit system in Baltimore with \$400 million investment.

MR. RUBENSTEIN: OK. Other questions?

GOV. HOGAN: That was it?

MR. RUBENSTEIN: Must be. Here's one right here.

GOV. HOGAN: Hi, Governor. Vince Burke [sp].

What do you see the possibility of the Maryland tax credits for education, where disadvantaged kids can take advantage of a private education? Is that something you'd like to see grow?

GOV. HOGAN: That's a great idea. So, I proposed unlimited tax incentives for anyone that makes a contribution to a public or private school to allow for just that. So many people that want to give – that could help. That was rejected by the legislature. And instead, they came up with a program basically to provide a limited number of taxpayer-paid scholarships for disadvantaged kids for – to go into private schools, which is still a good program, but it's not the one that I proposed. And it's funny, now I'm being criticized because they're calling it a Trump-DeVos-Hogan school voucher program. It was actually done by Democrats in the legislature – Mike Miller and Mike Busch.⁷ And it was not my idea.

But I think trying to provide various opportunities for kids to get a better education is critical. We've been pushing P-TECH schools. We're big on charter schools. We're trying to fix persistently failing schools, making school – we've provided record funding four years in a row, \$25 billion. No governor has ever spent more. I also proposed a lockbox, which is on the ballot in November, to provide an addition \$4.4 billion for K-12 education. But, look, every single child in our state deserves a world-class education, regardless of what neighborhood they happen to grow up in. And that's not what's happening.

We have great schools here in Montgomery County. We have the best schools in America in Howard County. Our schools are, you know, in the top 10 in America overall. But we've got 13 schools in Baltimore City – even though we spend three times as much money – 13 schools with zero proficiency in math and English, which is unacceptable. We're cheating a whole generation of kids out of the opportunity for a better future.

MR. RUBENSTEIN: So, if you're going to widen the Baltimore-Washington Parkway, which I've been traveling much of my life, do you think it's fair to get a speeding ticket if you're only a few miles over the speed limit? [Laughter.] And do you think it's fair that they – you know, if you're 73 and you get a ticket? Do you think that's fair?

GOV. HOGAN: You know, that's a good one. Well, you know, since I don't drive anymore, I don't get any tickets. I have seen the troopers go over 73, I got to tell you. But, no, you know, I don't know. I thought they cut you some slack if you're only going 73?

⁷ Thomas Miller Jr., known as Mike Miller, is the president of the Maryland Senate, and Michael Busch is the Speaker of the Maryland House of Delegates.

MR. RUBENSTEIN: Well, I don't know, sometimes they don't cut as much slack as I think they should. But OK. [Laughter.] Back here. Here and then there. OK.

Q: [Off mic.]

GOV. HOGAN: Thank you.

Q: My name is Mark Gruen [sp]. I have two questions.

MR. RUBENSTEIN: Speak up, or?

Q: I have two questions.

MR. RUBENSTEIN: Or yell.

Q: The first question is, they've been talking about a speed train – fast train between Washington and Baltimore. I'm wondering what – what your thoughts are about that. And the second question is, Montgomery County has always been the strength, from a life science standpoint. And it continues to evolve, but it needs some more support. And I was wondering what your thoughts are about that. Thank you.

GOV. HOGAN: Absolutely. Two great questions – high speed train from Washington to Baltimore. On that trip to Japan, when I discovered I had cancer, I also got to ride on the Maglev train at, I think, 390 miles an hour. It's amazing, because it's – there's no friction. It actually levitates off the ground four inches, magnetic. There's no turbulence like a plane. And there's no friction like you would feel on a train. It just feels like you're in Star Trek, magically transported. Seriously, I mean, you can stand up. There's no seat belts. You could stand up with a cup of coffee in your hand, it would never spill, never shake. And unless you look out the window, you don't even know you're moving, but you're going 390 miles an hour. It's incredible.

I came back and said, you know, this has been talked about for a long time here in Maryland. Why don't we see if we can take it to the next step? The federal government under the Obama administration had money available to study the idea of a high-speed train from Washington to New York. And they put money out there for any state that would start to take a look at studying the feasibility of it. So, we got \$28 million from the federal government to study the first leg of this train – a Maglev train from Washington to Baltimore. It's currently still in its feasibility study period. It's certainly possible. I mean, so we're doing the immediate. We're fixing the roads. We're building transit, we're building roads. But this is kind of a – it sounds a little more futuristic, but it's certainly something to look at for the future.

In addition to that, after that, Elon Musk comes up with a hyperloop idea.⁸ And we've given him a permit to do a test study in Maryland to potentially do hyperloop, which is even

⁸ A Hyperloop is a proposed mode of passenger and/or freight transportation comprised of a sealed tube or system of tubes through which a pod may travel free of air resistance or friction, efficiently moving people or freight at high

faster and even cheaper, and doesn't require any federal investment. So, both of them are currently now in various stages of study with the way – with Maryland and Washington, D.C. And one or both could be a possibility in the future. It's kind of amazing, but it's possible.

MR. RUBENSTEIN: The life science issue?

GOV. HOGAN: The life sciences. We – the two great strengths that we have in Maryland, we're great in bio-health and life sciences. We're number three in America. Boston is number one. My friend, Charlie Baker,⁹ he and I are always fighting for number one, highest approval governor in America. I keep telling him, I'm coming after him on bio-health. We're very friendly and we have – we're very competitive, you know. But we're working hard. We started a thing called Excel Maryland to try to focus all the resources of the private sector, the large companies, the small companies, with all of our state agencies, all of our universities, and to try to pool all those ideas to say what can we do to go from really great to the greatest in the life sciences? And we're beating the heck out of Virginia and all of our neighbors, but we still want to beat the best.

The second thing we're good at is IT, and particularly cyber. We're the cyber capital of America. We have 1,200 cyber companies. We have – we're second only to Silicon Valley and IT, the number of IT jobs. We've got the highest educated population in America, the highest median household income in America. And we got more IT jobs than anywhere but Silicon Valley. So, both those two are – we have a very diverse economy. We're no longer just relying on the federal government. We're growing the private sector in lots of areas – advanced manufacturing and a number of other things. But the two strengths we have that we're trying to capitalize on even more are the life sciences and IT, cyber.

MR. RUBENSTEIN: OK. Another question back here.

Q: Just hypothetically speaking, if someone like you, with your brand of bipartisanship which has worked in Maryland, were in the White House, how transferable do you think that bipartisanship style would be nationally, giving the current political climate and composition of Congress?

GOV. HOGAN: Well, that's a great question. You know, I am really completely disgusted with politics, as I think most people in America are. And quite frankly, both parties are to blame. It's this culture of divisiveness and the antagonism between the parties. It wasn't always like that. I mean, I remember I was just a kid, but my dad was in Congress in the '70s, when his best friends were Democrats. You know, they would – they would state their positions on the floor, and they would argue eloquently, but then they'd go out to dinner together, or they'd have a beer together. And they worked out a lot of commonsense, you know, solutions.

Now, it's we hate each other, it's name-calling, it's throwing rocks at one another. And most Americans are sick of it. They're sick of it in Maryland, and they're sick of it all across the

speeds. The Hyperloop concept has been explicitly "open-sourced" by Elon Musk and SpaceX, and others have been encouraged to take the ideas and further develop them.

⁹ Charlie Baker is the governor of Massachusetts.

country. They're mad at Republicans. They're mad at Democrats. They're mad at the President. They're mad at the Congress. And, quite frankly, I think the reason Charlie Baker and I are in the stratosphere with job approvals even though we're in very Democratic states, is that we're doing what most people want. Most people want to put aside the partisanship. They want to stop the name calling. You know, you can disagree without being disagreeable. They want people to sit down and reach across the aisle and come up with real solutions. I mean, isn't that what you think you want? [Applause.] I mean, so we desperately need it in Washington.

And could – you know, could it be transferred? I mean, it's what should be happening in Washington. But it's hard to do. The gerrymandering is a terrible problem that Republicans and Democrats are both guilty of. You end up with districts that are not competitive. So, the most far-right Republican wins this district, the most far-left Democrat wins that district. And they go down there on opposite sides, will never speak to one another. Most people in America are somewhere in the middle. They're moderate or they're left of center or they're right of center. They're not extreme leftists. They're not right-wing crazies. They're somewhere in the middle. And that's where more than 70 percent of the people are. Unfortunately, that's not who we're getting representing us in Washington.

MR. RUBENSTEIN: All right. Time for one more question. One more question here. Final question, right here.

Q: Hey, Governor, how are you?

GOV. HOGAN: Former Montgomery County Executive Doug Duncan. [Applause.] One of those good Democrats that we reach across the aisle with.

Q: So, in the primary this year, we had a situation in Montgomery County where the person who won the race for county executive got 29 percent of the vote and really is a socialist, not a Democrat. [Laughter.] So, what are your thoughts on changing the primary process to give people sort of a second chance, like they do in California and other places in the South, of making it that you got to have more than just 29 percent of the vote to be the nominee?

GOV. HOGAN: That's a great idea, and it's worth considering. Thank you, Doug. You know, it's interesting, you know, we had nine – we had nine people running in the Democratic primary for governor. And you had a highly contested race for county executive. In both cases, they elected, you know, self-described socialists – very far left. And it's unfortunate, because I'm not sure that they represent a majority of the Democratic Party or – certainly not a majority of the people in the state.

And there's a couple of things. One, you could do runoffs, like some of the Southern states do. If you don't get a majority, you have to go back and try to win a majority. Or, you know, another idea is open primaries. People should be able to go and vote for whichever one – right now, independents are not allowed to vote, right? And I'm for considering that as well, because it shouldn't be a tiny minority of the Democratic Party that comes out to vote in a primary, and then is split multiple ways. And this guy, who may have a 5 or 10 percent of the

Democratic vote – of the overall vote wins the nomination. So, I’m open to looking at it differently.

And the system doesn’t seem to be working well. I’m all for nonpartisan redistricting which on the – doesn’t – you know, it doesn’t help the countywide races or the statewide races, but it sure helps with members of the legislature, members of Congress. If you take the politics out of it and you don’t have, you know, elected officials choosing their constituents, instead of vice versa, drawing their own districts for their own benefit. So, I think we just need to – we need to look at what we can do to make the system work better, because it’s definitely broken.

Q: And as the former county executive, thank you for all you’ve done for Montgomery County.

GOV. HOGAN: Thank you, Doug. Thank you for all your service. [Applause.]

MR. RUBENSTEIN: So, for a final question – final question for the governor, for people who might be watching, if you’re not from Maryland and you have some free time and you want to go be a tourist in Maryland, what is the most important one or two things to see?

GOV. HOGAN: Well, that’s – we have so much to see. But, you know, I’m partial – I’m partial to Annapolis, the state capital. We’re the nation’s longest continually operating capital. We were the first capital of the United States. Beautiful, on the Chesapeake Bay, the water, the sailboats. Enjoy our seafood. I mean, there’s a lot of places – hundreds. We’re America in miniature. We have a little bit of something for everybody. But I would go to visit the state capital which is, you know, just down the road. Some people come to Washington and they never get out there, 30 miles away. But I’d check it out.

It’s a great historic town. It’s like Williamsburg, but it’s not fake. It’s been there forever. [Laughter.] It wasn’t rebuilt from scratch. It’s been there since the 1700s. The buildings are still occupied. So very nice. But, yeah, we want to – and we want to encourage everybody. Today, right before I came here, by the way, one of the fun things you get to do as governor, we opened a new Guinness brewery in Baltimore County. So that’s a good one to come visit. Enjoy a pint and go through the tour of the Guinness factory.

MR. RUBENSTEIN: Thank you very much for your time, Governor.

GOV. HOGAN: David, thank you so much.

MR. RUBENSTEIN: Appreciate it. Thank you. Well done. Thank you. [Applause.]



**Lawrence J. Hogan, Jr.,
Governor,
State of Maryland**

Governor Lawrence J. Hogan Jr. was inaugurated as the 62nd governor of the State of Maryland on January 21, 2015. He is only the second Republican governor to be elected in Maryland in nearly 50 years, and the first governor from Anne Arundel County to be elected in over 100 years.

Before his election, Governor Hogan worked in the private sector for more than 25 years as a successful Maryland entrepreneur and small business owner. Frustrated with the out-of-touch leadership in Annapolis, he founded Change Maryland, the largest nonpartisan organization in state history, dedicated to bringing fiscal responsibility and common sense to state government.

Spurred by massive public engagement and the success of Change Maryland, Governor Hogan ran for the state's highest office in 2014 on a platform of fiscal restraint, tax relief, and job creation. On November 5, 2014, he won 20 out of 23 counties by an average of 35 percent, leading to the return of balanced government to Annapolis for the first time since 2006.

Upon taking office, Governor Hogan took immediate action to rein in state spending and return the state to sound fiscal ground. He has cut tolls at every single toll facility across the state for the first time in more than 50 years, reduced or eliminated hundreds of fees, halted or streamlined more than 800 regulations, repealed the notorious rain tax mandate, and provided tax relief for small businesses, middle class families, and retirees. In total, Governor Hogan has provided more than \$1.2 billion in tax, toll, and fee relief for hardworking Marylanders.

Governor Hogan's commitment to restoring Maryland's economy and creating jobs has yielded real results. His 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 nearly 100,000 jobs under Governor Hogan's leadership.

Governor Hogan believes that every child deserves access to a world-class education, regardless of where they grow up, and ensuring Maryland has a strong education system has been a top priority for the Hogan administration. The governor has provided record funding for K-12 public education each year, totaling a record investment of more than \$25 billion since taking office, and per-pupil funding has increased in every jurisdiction across the state. In 2018, Governor Hogan joined with the Maryland General Assembly to pass landmark school safety legislation, providing tens of millions in additional funding for schools in every jurisdiction to implement new safety standards.

Governor Hogan has taken swift action to relieve traffic congestion and get Marylanders moving again, making historic investments in roads, bridges, and transit. During his first year in office, he invested an unprecedented \$2 billion in transportation funding, allowing the state to move forward on top priority road projects in every jurisdiction and fixing every single structurally deficient bridge in Maryland. As of June 2018, all 69 of Maryland's structurally deficient bridges have been repaired, replaced, or are currently in progress, and more than half of all state highway miles have been repaved or resurfaced. Also in 2018, Governor Hogan introduced his \$9 billion Traffic Relief Plan to widen the Capital Beltway, I-270, and the Baltimore-Washington Parkway, which is the largest transportation Public-Private Partnership in North America.

The Hogan administration is moving forward with critical transit priorities, including the construction of the \$5.6 billion Purple Line light rail project in Montgomery and Prince George's counties, with service scheduled to begin in 2022. In April 2018, Governor Hogan signed landmark bipartisan legislation to provide \$167 million in dedicated funding for the Metro system after becoming the first regional leader to propose a solution to address Metro's half-billion-dollar annual shortfall.

The Hogan administration has made historic progress to protect and preserve Maryland's environment, including the state's most precious natural asset: the Chesapeake Bay. Within his first weeks of taking office, Governor Hogan worked closely with the agricultural and environmental communities to develop enhanced Phosphorus Management Tool regulations – one of the state's most significant environmental policy advancements in a generation – and, after decades of inaction, moved forward to reduce sediment trapped behind the Conowingo Dam. In total, Governor Hogan has dedicated over \$4 billion to wide-ranging Bay restoration initiatives, as well as enacting some of the most stringent air quality standards in the nation. He currently serves as Chair of the Chesapeake Executive Council, which represents the six Bay states and Washington, D.C., as well as numerous environmental stakeholders.

To combat the opioid crisis ravaging communities across the state and nation, Governor Hogan created the Maryland Heroin and Opioid Emergency Task Force immediately after taking office. In March 2017, he became the first governor in the country to declare a State of Emergency in response to the opioid epidemic and established the Opioid Operational Command Center. The Hogan administration has committed over half a billion dollars in funding to address substance use disorders, and continues to fight each and every day to turn the tide of this crisis through prevention, treatment, and enforcement initiatives, and ultimately save Marylanders' lives.

Governor Hogan is committed to creating safer and revitalized communities, including closing

the deplorable Baltimore City Detention Center and launching Project C.O.R.E., a \$700 million initiative to address blight in Baltimore. In December 2017, Governor Hogan proposed a series of crime initiatives to address repeat violent offenders and criminal gang enterprises terrorizing communities across the state and signed into law bipartisan legislation creating tougher penalties for repeat violent offenders and individuals committing crimes with a firearm.

Governor Hogan is recognized as a leader on both regional and national stages. In 2018, he was unanimously elected as Vice-Chair of the National Governors Association (NGA) by bipartisan governors from across the country. Governor Hogan has served on the NGA's executive committee since 2017 and is the incoming Chair of the Finance Committee and the NGA Best Practices Board. He also serves as Co-Chair of the Water Policy Learning Network and previously served as Chair of the Economic Development & Commerce Committee.

Since taking office, Governor Hogan has faced a number of unexpected challenges. Just ninety days after his inauguration, Baltimore City was overwhelmed with the worst violence the city had experienced in 47 years. Governor Hogan acted swiftly and decisively, declaring a State of Emergency and calling in the National Guard. Order was restored, and the Hogan administration received credit for strong leadership and a rapid and effective response.

Sixty days after the riots in Baltimore, Governor Hogan was diagnosed with 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.

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.