Regional business leaders creating a better tomorrow...today.
GBC Vision
Greater Baltimore – Baltimore City and the five surrounding counties (Anne Arundel, Baltimore, Carroll, Harford and Howard Counties) – will be recognized as a leader in the global economy.

GBC Mission
The mission of the Greater Baltimore Committee is to improve the business climate of the Greater Baltimore region by organizing its corporate and civic leadership to develop solutions to the problems that affect the region’s competitiveness and viability.

GBC’s Regional Perspective
Regions, not individual jurisdictions, are the primary economic competitors in the global economy. Successful regions are characterized by healthy and viable core areas, while regions with declining core areas do not perform as well.

The synergy among central cities and the jurisdictions around them is critical to the success of regions. A thriving urban area energizes a region and serves as a catalyst for economic and cultural growth. In Greater Baltimore, strengthening regional ties and collaboration benefits the entire region.

The Greater Baltimore Committee is a regional, membership organization of more than 500 businesses, nonprofit organizations, foundations, and educational and civic institutions. Members are located throughout Baltimore City and Anne Arundel, Baltimore, Carroll, Harford, and Howard counties. Founded in 1955 by a small group of business leaders, the GBC played a decisive role in Baltimore’s acclaimed downtown ‘renaissance.’

The GBC’s work today includes identifying and nurturing major business development opportunities in the region; and strengthening the region’s business, transportation, education, health care, workforce, and technology resources.

Through its member-driven committees and industry groups, the GBC identifies major issues that are crucial to the region’s business growth and job creation. The GBC then plays an influential role in developing solutions and public strategies for action on key challenges.

The GBC provides members with a broad range of information and reports through its electronic and print publications, including its website, www.gbc.org. The GBC also offers a comprehensive, year-long schedule of programs and networking events for executives and business professionals on topics ranging from corporate teamwork to key business climate and public policy issues.

The Leadership, a program of the GBC, is a year-long orientation for emerging leaders from the region’s business, nonprofit organizations, and government agencies.

One of the visionary projects currently proposed by the GBC is a plan for a new arena, which would be located between the Convention Center and the Inner Harbor. An artist’s rendering of what the arena might look like is shown here.
Message to Members

The GBC’s role as a private-sector catalyst. The Greater Baltimore Committee has been providing unique private-sector leadership to the city, region, and state since its formation 56 years ago to mobilize Baltimore’s business community to do what business leaders do best – focus on the future.

In 1955, the GBC was launched to help Baltimore’s government leaders chart a fresh phase of development that would foster economic growth and high quality of life as the Baltimore region evolved into a new competitive environment.

A young mortgage banker and forward thinker named Jim Rouse was a leading proponent for the GBC’s formation. The concept was simple – create a vehicle for business leaders to work together on broad issues and collectively apply business talent and resources to tough economic climate challenges that businesses could not tackle individually.

In other words, be a private-sector catalyst for innovation and progress.

The GBC’s mission today is precisely the same. But it’s worth reminding ourselves of why we are here and why the work of our more than 500 members and staff together remains as vital today as ever.

The GBC founders overcame twin challenges of a deteriorating downtown business district and a once commercially teeming waterfront in the city’s center that had devolved into a collection of rusting and vacant dockside warehouses. Working with leaders in both City Hall and Annapolis, the GBC was the driving private-sector force in transforming a city on the skids into what is now nationally and globally recognized as an urban ‘renaissance’ model.

Five decades into that renaissance, the challenges are different, but no less daunting. The need for private-sector vision remains if our city, region and state are to overcome limited government resources, cautious lawmakers and aggressive competitors to move into the next level of development and to thrive in the 21st century.

The GBC retains its legacy as an “action committee” and plays several roles today.

The first is to be bold and visionary – a source of innovative concepts. Second, the GBC educates elected leaders and business community audiences through regular communications and publications, delivering valuable information on business climate issues and policy. The upcoming 2011 State of the Region Report, to be published this fall is one example. Another is the GBC’s formation of a new Government Contracting Committee to educate members about doing business with the government.

Critically important for business interests, the GBC also serves as a highly-credible advocate for policies that will strengthen economic growth and job creation in our region and state. For example, the GBC in December issued Gaining the Competitive Edge, a report that detailed eight core pillars to ensure a positive state business climate.

To complete its mission to make the region more competitive, the GBC partners with regional and state elected leaders, forging relationships to put policies and projects into place that will move the Baltimore region and Maryland forward.

For instance, the GBC is constantly pushing elected leaders hard to make job creation and economic growth their singular top public policy priority. Also, the GBC is working with Baltimore Mayor Stephanie Rawlings-Blake and Governor Martin O’Malley on an innovative, private-sector-driven concept for building a new arena and expanded convention center near the Inner Harbor that is outlined in this report.

The GBC recognizes the need for change to maintain and improve our city, region, and state. As Ben Franklin once noted, “when you’re finished changing, you’re finished.”

These and many other examples are the high value that informed and connected GBC board leaders and GBC members bring to our region and state. In a free enterprise system, where else would we look for vision and leadership but the private sector?

That’s why a broad and active GBC membership is important. Our work together is the vital heavy lifting that only an organized, focused and engaged business and civic community can accomplish.

Together, we make a difference.

Charles O. Monk II
GBC Chairman of the Board

Donald C. Fry
GBC President & CEO
Top GBC Priorities

- **Create and advocate for a competitive business environment** to attract new businesses and expand existing business, thereby creating jobs and opportunities.

- **Develop and promote a comprehensive and efficient regional transportation system** capable of moving goods, services, and the workforce.

- **Build and nurture a highly trained and educated workforce** to meet the needs of the 21st century knowledge-based economy.

- **Provide programs and services to GBC members** that enhance their community involvement, open doors for new business opportunities, and highlight the company’s assets to the Greater Baltimore community.

**Delivering value to GBC members**
Since its founding in 1955, the GBC has sought to apply private-sector leadership and resources to improve the region by identifying major issues that are crucial to the region's business growth and by playing an influential role in developing strategies and implementing action on key issues. Opportunities abound for GBC members to expand their perspectives, build relationships, and influence the business climate:

- Through the GBC, members work with officials at the highest levels of state and local government and with business leaders who are shaping the future of Central Maryland.

- Members lead by serving on committees that address issues of education, transportation, energy, health care, hospitality, planning, technology, bioscience, government contracting, and small business.

The GBC provides members with a broad range of information through its electronic and print publications:

- **GBC Leader**, published twice a month, reports on GBC work on key business climate issues, GBC member events, and the activities of GBC members.

- **State House Update**, published weekly during the General Assembly session and monthly throughout the year, follows legislation that has the potential to affect business.

- Studies and reports aimed at improving the region’s business climate and quality of life. Recent reports include *Gaining a Competitive Edge: Keys to Economic Growth* and *Job Creation and Best Practices for the Baltimore City State's Attorney*. Reports this year will include the *2011 State of the Region Report*.

The GBC offers a yearlong schedule of programs including:

- **GBC Annual Meeting.** The region’s premier business event of the year.

- **Economic Outlook Conference.** Leading experts preview upcoming regional and national economic issues.

- **Regional Transportation Summit.** An annual review of issues relating to improving transportation infrastructure in the region and state.

- **Maryland General Assembly Legislative Forum.** The business community kicks off the legislative session with an overview by leaders of the General Assembly.

- **Lunch with the Orioles.** GBC members and guests dine with Orioles players and coaches to celebrate the beginning of the baseball season.

- **Mayor’s Business Recognition Awards.** Honoring businesses for outstanding community service.
The Year in Review

GBC’s eight core pillars offer ‘competitive edge’

The GBC’s message to state elected officials in 2010-2011 was straightforward: Maryland’s single overarching priority in the foreseeable future must be job creation and economic growth.

Prompted by conflicting published surveys in 2010 that ranked Maryland anywhere between 3rd and 45th in the nation for business climate, corporate leaders and economic developers in our state cited what they saw as a “disconnect” between state government leaders and the business community over Maryland’s business climate.

Many elected officials and government bureaucrats have traditionally contended that our state’s significant strengths in technology, education, workforce, and quality of life make Maryland attractive enough, as is, for existing businesses to expand here and for business operations elsewhere to locate here.

Business leaders and economic development experts, however, counter that there is much room for Maryland to be more competitive as a place for businesses to locate and to grow.

In December 2010, the GBC published a report, Gaining a Competitive Edge – Keys to Economic Growth and Job Creation in Maryland, detailing eight core pillars for a strong business environment.

The report was compiled during 10 months of discussions and focus groups with business leaders and economic development experts. Participants in the GBC study included more than 50 CEOs and business owners, seven former state secretaries of the state’s Department of Business and Economic Development and its current secretary, and local economic development directors in the region and state. Participants were asked two straightforward questions:

• How is Maryland’s business environment perceived in the business community both within and outside the state?
• What specific elements are key prerequisites of a business environment that would give Maryland, or any state, a competitive edge as a business location?

The GBC distilled the observations and recommendations of study participants into eight “core pillars” that, together, define a simple, direct policy strategy for strengthening Maryland’s business climate.

The Competitive Edge

Government leadership that unites with business as a partner. Maryland leaders must consider the private sector as a partner, not an adversary, and develop a strategic plan for job creation and growth.

Workforce that is highly-educated and meets Maryland’s business needs. Maryland’s education institutions must cultivate a workforce suited to the specific needs of Maryland’s business sectors.

Regulatory policies that are streamlined, stable and predictable. Maryland must project to businesses that its government regulatory policies are reasonable, relevant, free of surprises or redundancy, and considerate of businesses’ sense of urgency.

Tax structure that is fair and competitive. Maryland’s tax policy must be perceived by business as being competitive and devoid of elements that unreasonably target specific businesses or business sectors.

Competitive costs of doing business. Public policies must reflect a government predisposition to nurture business growth and to avoid imposing additional overhead upon the business sector.

Superior transportation infrastructure with reliable funding mechanisms. Well-funded and maintained transportation infrastructure is an essential prerequisite for business growth.

Strategic and effective state investments in business growth. Investments should include competitive and effective tax credits, incentives, and tactical initiatives to nurture private investment.

Business marketing strategy that is aggressive, coordinated, long-term, and well-funded. Competitive states invest in comprehensive communication and promotion of business strengths to internal and national audiences.
The Year in Review

Action items: job creation, arena concept, new vision for Inner Harbor

The GBC championed an innovative concept to revitalize Baltimore's Inner Harbor that includes a signature public-private plan to build a new arena and expanded convention center near the city’s famed waterfront.

Additionally, the GBC tackled the challenge of enhancing the waterfront experience for new generations of Baltimoreans and visitors – just as the GBC’s vision and leadership during the first five decades of the city’s downtown and waterfront renaissance helped create the downtown economy, cultural environment and quality of life enjoyed by the region’s current generation.

Besides working on marquee development projects, the GBC staff and members delivered aggressive and effective advocacy on a wide range of important strategic issues that are critical to the region’s economic and competitive success.

Meanwhile, the GBC’s year-round events, activities and communication provided its members with special insight and information on key business issues, first-rate venues for building relationships with business and civic colleagues, and quality opportunities for involvement and networking.

Encouraging signals from the session

At the beginning of the 2011 General Assembly session the GBC called on Governor Martin O’Malley and state lawmakers to make job creation and economic growth the state’s top policy priorities and to commit to an overarching strategic plan for business growth that reflects the eight core pillars.

The session produced some encouraging signals from lawmakers, including:

• Passage of ‘Invest Maryland’ legislation. Maryland lawmakers, who normally are highly skeptical of tax credits, showed signs that they are beginning to grasp that state investment is an essential strategic element for achieving a competitive business environment. They passed an amended version of Governor O’Malley’s Invest Maryland legislation, enacting an initiative that will leverage tax credits into more than $70 million in investment funding from the private sector to create jobs and promote development of the state’s bioscience and technology industries.

• Tax structure. Lawmakers’ proposals to institute policies to increase corporate taxes and personal income taxes on high-income earners never left their respective committees this session. Maryland legislators must continue to resist tendencies to target corporations or particular business segments as the sources of first resort for new revenue.

• Treating business as a partner. Lawmakers continued the state’s procurement program for minority business participation. They also created a public-private task force to chart a path for Maryland’s cybersecurity innovation.

• Regulatory policies. A bill was moving through the House to expedite permitting processes and remove barriers to construction activity. Action on it, however, was deferred, although it is possible that an Executive Order implementing the expedited processes will be issued to accomplish the intent of the legislation. Nevertheless, lawmakers’ recognition of the need for expedited regulatory processes that are mindful of businesses’ sense of urgency is welcomed by the private sector.

The “disconnect” over business climate has not evaporated. But lawmakers are beginning to pay more attention to the business impact of their actions.

“The changing of a culture is never easy. In a legislative body, it requires a series of incremental steps and successes,” says GBC President & CEO Donald C. Fry. “Despite an improving economy and signals that our message is getting through, it is incumbent on the business community to urge elected officials not to lose sight of the election-year mantra they promised to pursue – jobs, jobs, jobs.”
Baltimore’s ‘renaissance’ – the next generation

In 2010-2011, the GBC sharpened its focus on the region’s core city – Baltimore. The GBC is championing a fresh, private-sector-driven concept to build a new arena near the Inner Harbor on Conway Street, connecting it to a new hotel and to an expansion of the Baltimore Convention Center.

The concept calls for building an 18,500-seat arena on the Conway Street site currently occupied by the Sheraton Hotel and parking facilities. A new 500-room hotel would be connected to the arena, which would also be connected to an expanded east wing of the convention center that would effectively double the center’s exhibition space.

The end result would be a new arena, a 500-room hotel, and a convention center that could offer more than 700,000 square-feet of exhibit space and where participants in large conventions could easily walk into a major arena venue for general sessions. Both the arena and convention center wing would be “wrapped” together with opportunities for street-level retail space.

The key element of this new concept is the involvement of Willard Hackerman, a long-time Baltimore business leader and former GBC board member who owns the Sheraton Hotel and the Conway Street property. Mr. Hackerman has embraced this project and has been working to fully develop the concept and to put together a private-sector financing package for a large part of the project.

This transformative project would inject renewed vitality into the Inner Harbor area and make Baltimore’s downtown an entertainment, sports, and recreational venue that would be unrivaled on the east coast as an attraction for visitors and business development.

“This is our moment to make the same kind of bold moves for the next generations that our GBC predecessors made in the 1960s and 1970s in driving the initial development of the Inner Harbor,” said the GBC’s Fry. “This idea clearly deserves to be pursued. It represents an extraordinary opportunity to stop debating the past and move Baltimore into its future.”

Boosting the Inner Harbor ‘wow factor’

The GBC is working to promote action on three other concepts for taking the Inner Harbor to the next level as a prime recreational venue for residents of the city and region as well as a signature attraction for world-wide visitors.

First, the GBC supports efforts to fully develop the 7.5 mile Harbor Walk around the shore between Fort McHenry and Canton.

Second, the GBC is working to develop concepts for converting Rash Field into a major and distinctive urban park that would serve both residents and the Harbor’s visitors in the same way that other similarly sized waterfront urban parks in places like Brooklyn, New York and Seattle, Washington, have served those cities.

Third, the GBC is pursuing ideas for outdoor, high-tech, entertainment that could combine water displays, laser light shows, and video technology to top off the Inner Harbor’s already popular attractions with a new “you’ve-got-to-see-this” component.

Baltimore’s gateway

The GBC is working to put Baltimore’s best foot forward to Amtrak travelers entering the city from the northeast. Several concepts are being explored to replace vacant and deteriorating track-side buildings with natural vegetation ranging from evergreens to urban gardens.

The GBC is also working with the city to escalate the demolition and clearing of city-owned vacant properties along the Amtrak right of way.

Amtrak travelers entering from Boston, New York, and Philadelphia need to see Baltimore, on first impression from the train, for what it is – a 21st century city and region of opportunity.
The Year in Review

Strengthening transportation resources

In September 2010, the GBC hosted its third Regional Transportation Summit that included keynote addresses from Pennsylvania Governor Ed Rendell, CSX Chairman Michael Ward, and American Road and Transportation Builders Association President Pete Ruane.

In January 2011, the GBC and more than 50 organizations and businesses launched the Statewide Transportation Alliance to Restore the Trust (START), a statewide coalition of transportation advocates formed to protect and enhance Maryland’s funding for transportation infrastructure. The primary objectives of this coalition are to increase revenue to the transportation fund by at least $500 million per year and to convince state lawmakers to stop raiding the state’s Transportation Trust Fund for non-transportation uses.

The GBC continued its strong support for proposed construction of the Red Line and is working in federal venues to gain funding for the Red Line. The GBC is also working on federal issues relating to high-speed rail (maglev) between Baltimore and Washington and passenger and freight rail resources.

Bioscience industry development

During the 2011 General Assembly session the GBC supported the Invest Maryland initiative to raise early-stage investment funding, and tax credits for biotech investment and for research and development. The GBC also supported increasing stem cell funding, and continuing state funding for bioparks.

The GBC presented a bioscience speaker series, published a 2011 GBC Biotech special section in the Daily Record, provided financial support for bioscience organizations and events, and increased participation on the Bioscience Committee. Four winners of the 2011 Maryland Bioscience Awards were honored by the GBC (see page 7).

BRAC

The GBC worked to strengthen the state’s BRAC-related infrastructure support. The GBC also hosted an October 2010 workshop on how to tap into contracting opportunities generated by BRAC and, responding to member demand, launched a Government Contracting Committee.

Minority and women-owned business development

Recognizing the economic benefit of minority and women-owned business growth, the GBC supported the reauthorization of the state’s MBE and WBE programs and policies including the funding programs such as the Maryland Small Business Development Financing Authority. The GBC also honored 14 winners of the 2010 Bridging the Gap Achievement Awards (see page 7).

Building a 21st century knowledge-based workforce

The GBC supported charter schools development, expanding internship opportunities for our region’s college students, and developing a workforce to address the modern day economy and enhance the competitiveness of the region.

After a six-month study of business internships and elements that make them effective, the GBC published a “primer” to assist member companies with developing internship programs.

Health care

The GBC provided the primary organizational support for the state’s “Healthiest Maryland Businesses” initiative. This campaign promotes ways to improve the health of all Maryland workers by encouraging businesses to engage in wellness programs that make healthy choices expedient, accessible, and easy.
GBC events 2010-11

Major GBC events, including the GBC Economic Outlook Conference, Regional Transportation Summit, The General Assembly Legislative Forum, Lunch with the Orioles, Mayor’s Business Recognition Awards, and Annual Meeting drew a combined audience of more than 3,000.

Celebrating business achievement and service

Throughout the year the GBC honored innovative and inspirational organizations and individuals for achievement and service to the community. The honorees, listed below, demonstrate the innovation and character that exist in Central Maryland’s business community.

2011 Maryland Bioscience Awards. Honored for outstanding achievement in Maryland’s bioscience industry sector:

- Best New Product or Progress: Steven J. Kubisen, Ph.D., President and CEO, Seguro Surgical, Inc.
- Leadership in Bioscience Award: Steve Dubin, Esq., CPA, CEO, Martek Bioscience Corporation
- Entrepreneurial Spirit Award: Gary Lessing, MBA, President and CEO, Corridor Pharmaceuticals
- President’s Award: Carolane Williams, Ph.D., President, Baltimore City Community College (BCCC)

2010 Mayor’s Business Recognition Awards. Honored by the GBC, the Baltimore Development Corp., and Mayor Stephanie Rawlings-Blake for outstanding community service:

- Aon
- The Arc of Baltimore
- Ayers Saint Gross
- Bank of America
- Flaura Teeter Landscape Architects
- Gross Mendelsohn & Associates
- IWIF
- Legg Mason, Inc.
- M&T Bank
- Maryland Chemical Company
- Monumental Life Insurance Company
- Respira Medical
- The Reznick Group
- Sun Trust Bank
- WBAL-TV

2010 Bridging the Gap Achievement Awards. Honored for outstanding achievement in minority-owned or women-owned business development:

- Harris Jones & Malone
- Legacy Builders and Construction Services, Inc.
- P-B Health Home Care Agency
- Special Gathering, LLC
- Trans Time Express
- Wachovia Bank
- President’s Award: BITHGROUP Technologies, Inc.

- Strategic partnership:
  Mercy Hospital, Whiting-Turner Contracting Company, Maryland Washington Minority Contractors’ Association, and Congressman Elijah Cummings
Committees

Bioscience Committee
Chaired by Blake Paterson, MD, CEO, Cerecor, Inc.
The GBC Bioscience Committee works directly with the industry to identify barriers to company formation and growth in Maryland. The committee then devises and implements strategies to overcome those barriers. These include expediting tech transfer, and advocating for legislation that supports industry growth. The committee works directly with research universities to increase the commercialization of technologies.

Built Environment and Sustainability Committee
Chaired by Bryce Turner, President and CEO, Brown Craig Turner. This committee reviews and analyzes significant real estate developments and urban design initiatives in our region. It makes recommendations and suggests policies that will serve as catalysts for better communities and examples of smart growth and sustainability.

The Neighborhoods First subcommittee works to identify opportunities and to implement neighborhood sustainability and revitalization strategies, corridor improvements, and partnerships. The subcommittee encourages regionalism by working in neighborhoods that cross jurisdictional boundaries.

The Green and Sustainable Business subcommittee works to identify economic growth opportunities related to a green economy, and to increase awareness of sustainable business practices and to improve the workplace through a clean and green economy.

Energy and Natural Resources Committee
Chaired by Van Reiner, President and CEO, Maryland Science Center. This committee has a strong educational component. One of its initial activities is to educate the business community about the status of energy supply, transmission, and generation in Maryland and to outline the implications for the business community. The committee is also studying water supply and distribution issues in the region.

Government Contracting Committee
Chaired by Drew Elburn, Vice President, Business Development, The ACI Group. This committee is a logical extension of GBC’s involvement in the BRAC build-up at Aberdeen Proving Ground and Fort Meade. The Committee benefits those companies that already enjoy secured access to federal government agencies by expanding the level of contacts that such entities currently utilize, as well as businesses that may wish to explore the nuances
of contracting with the government and military. The committee also serves as a “clearinghouse” with answers to questions that government contractors may have on state and county policies and practices.

**Legislative Committee**

The committee advises the GBC President & CEO on matters pertaining to legislative policy in the State House, Baltimore City Council, and regional county governments.

**Health Care Committee**

Chaired by Marilyn Carp, former President and CEO, AEGON Direct Marketing Services, Inc., this committee reviews legislative matters that affect the health care and health care insurance industry. It identifies issues and develops positions on health care that impact the residents in the region and that have implications for the business community.

In coordination with the GBC President & CEO, it communicates with legislators and key stakeholders the value of the health care industry to the region and the benefits of a healthy workforce and population.

**Hospitality and Tourism Committee**

Chaired by Lee Corrigan, Principal, Corrigan Sports Enterprises, Inc. This committee discusses issues and collaborates on initiatives pertaining to the hospitality/tourism industry such as the Maryland tourism budget, tourism safety, and convention business. Each committee meeting also includes a series of brief presentations by members on what is new at their venues or in their industry.

**Planning and Project Development Committee**

Chaired by Tom Osborne, Vice President, Patton Harris Rust & Associates. The committee examines planned or proposed economic development projects, initiatives or public policies impacting economic development in the Baltimore region. This committee serves as a forum to help the business community understand, participate in, and influence regional economic development activity. It focuses on visionary and large scale development projects, such as the future of the Inner Harbor.

**Small Business Committee**

Chaired by William Heintzelman, CEO, ECW Advisors, LLC. The committee serves as a voice for small business by studying and developing positions pertaining to issues affecting emerging businesses in the Baltimore region. Members are companies that have fewer than 50 employees or have been in operation fewer than five years.

**Technology and Innovation Committee**

Chaired by Drew Elburn, Vice President, Business Development, The ACI Group, Inc. This committee serves as a public policy advocate on emerging technology issues to be addressed by government or by private sector, and provides education and public awareness on technology-related policy issues.

**Transportation and Mobility Committee**

The committee explores the “big picture” as it relates to national, state and local transportation issues. It serves as a forum to help the business community involve itself with policy issues such as transportation governance and the emerging role of public private partnerships. It examines new revenue options such as congestion pricing, vehicle miles traveled taxation, and the creation of state and national infrastructure banks.
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SunTrust Bank, Maryland

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Managing Director
Abrams, Foster, Nole &
Williams, P.A.

Alan D. Wilson
Chairman, President & CEO
McCormick & Company, Inc.
Financial Summary

**Revenue 2010**
- Other Income 3.6%
- Events 11.6%
- Membership Dues 84.8%

**Expenditures 2010**
- Salaries and Project Activities 68.6%
- Rent 14.6%
- Meetings, Postage, Various Office Expenses 6.7%
- Public Relations 3.0%
- Printing 2.8%
- Travel 2.6% (including local mileage expense)
- Interest, Taxes, Depreciation 1.7%