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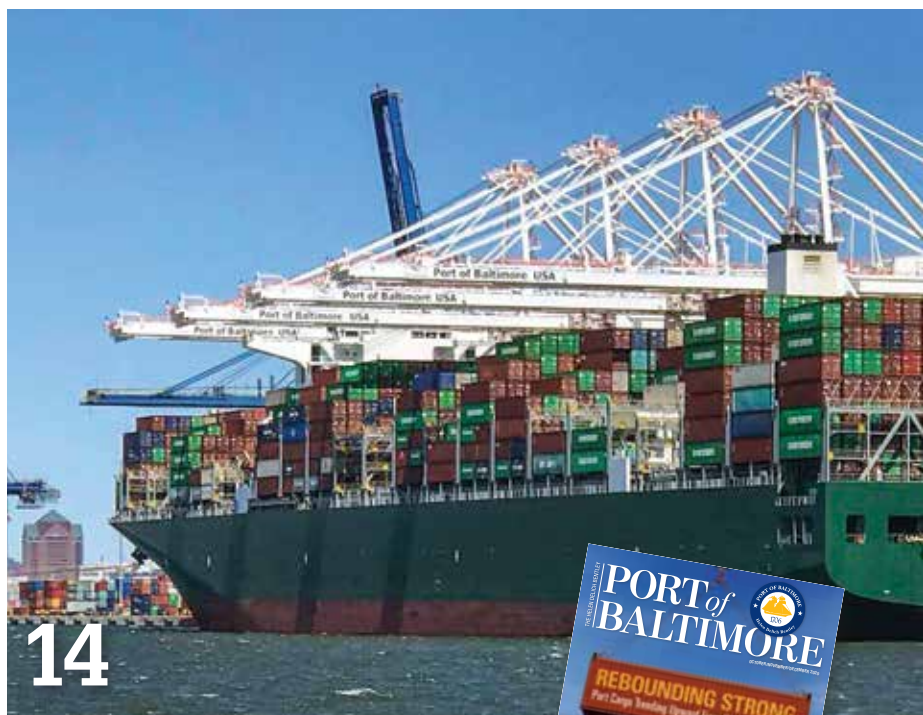
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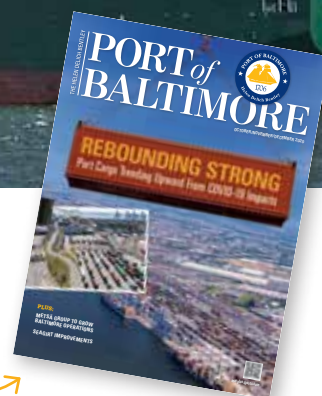
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Recent cargo numbers show the Port rebounding from the pandemic. Inset photograph courtesy of Ports America Chesapeake.



Port of Baltimore Tweet Highlights

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GOVERNOR'S MESSAGE

Port of Baltimore Is Key to Economic Recovery

We welcome 2021 at a critical point in the fight against the COVID-19 virus, but with a glimmer of hope. Thankfully, the vaccine has provided light at the end of a dark tunnel.

During this extremely challenging time in our lives, the Port of Baltimore also gives us optimism for our state's economic recovery.

Over the last several months, the Port's state-owned, public marine terminals managed by the Maryland Department of Transportation Maryland Port Administration (MDOT MPA) have seen an impressive rebound in cargo performance, with year-over-year gains from before the onset of the pandemic. The Port has remained open for business throughout this ordeal and has continued to help restock store shelves with medical and consumer goods that have allowed people to continue providing for their families.

The citizens of Maryland are grateful for the continued service of all who serve as part of the Port of Baltimore's workforce for their dedication and commitment to delivering essential goods — while maintaining strong safety precautions — throughout this emergency. The efforts of these dedicated men and women are helping us

navigate the economic impact of the health crisis. The Port and the people who work there have continued to stress the importance of safety measures to protect all those within the supply chain, including the end consumer, from COVID-19.

An important contributor to these measures and overall success of the Port of Baltimore has been David Thomas, who recently retired as Deputy Executive Director of the MDOT MPA. Dave spent 21 years at the Port and was involved with many key projects that helped increase business and grow jobs, such as the public-private partnership with Ports America Chesapeake and the development of the cruise terminal. He also served as Acting Executive Director in early 2020, guiding the Port through the initial stages of the pandemic. Thank you, Dave, for your decades of service and innovation for the State of Maryland, and best wishes for an enjoyable retirement.

The vaccine is now here in Maryland and we have begun to distribute it to those who need it the most. We must, however, continue to stay the course, wear masks and practice social distancing as part of the formula to defeat the virus. We are all in this together, and together we WILL prevail.

Larry Hogan, *Governor*

EXECUTIVE VIEW

Port Going Strong as We Enter 2021

Happy New Year, Port of Baltimore! I hope you and your families have been safe and healthy through this very challenging time. We're turning the page on the COVID-19 pandemic.

It's been a very quick six months here and I've been amazed by the incredible jobs that all of you have done keeping the Port open by moving cargo into the marketplace. Not only that, but I can see you take pride in your jobs. As a result of the COVID-19 pandemic, this remains an unpredictable maritime trade environment. However, I am pleased to report that we are experiencing a very strong rebound of cargo movement since imports and exports bottomed out in May and June 2020. We've had double-digit gains for several consecutive months in containers, general cargo and roll on/roll off, and triple-digit increases for autos and light trucks.

One of the emerging trends we've seen and that has greatly contributed to our growth has been e-commerce. The Port of Baltimore is well equipped to handle the rise in e-commerce because of the number of distribution, fulfillment and sorting centers in close proximity. We believe that long-term reliance on e-commerce will continue, and we are ready for it.

Our ability to bounce back so quickly from COVID-19 impacts is due to you, our one Port of Baltimore team! Our truckers, longshore workers, tugs, pilots, freight forwarders and terminal operators as well as our great security team — including the Maryland Transportation Authority Police, Coast Guard and Customs and Border Protection — are all major contributing factors to our role as one of Maryland's leading economic engines. I thank all of you for continuing to press forward and doing so in a safe way in adherence to health guidelines.

Going into 2021, we are very happy to be moving forward with many exciting projects, including the Howard Street Tunnel renovation, which will provide us with double-stack train access; Seagirt Berth 3 with Ports America Chesapeake, which will allow us to handle two supersized ships simultaneously; and our Dundalk berth reconstruction projects, which will allow us to better handle today and tomorrow's larger ro/ro machinery.

Please stay safe, and thank you once again for everything you do. Keep up the great work!

William P. Doyle, *Executive Director*

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SOUNDINGS



The Happenings In and Around the Port — Send us your news for a possible item in the Soundings section in the *Port of Baltimore Magazine*. Email todd.karpovich@todaymediacustom.com.

NEWSMAKERS

Major Forest Products Company to Expand Business at Port of Baltimore



Metsä Group of Finland, one of the world's top producers of forest products, signed a contract with the Maryland Department of Transportation Maryland Port Administration (MDOT MPA) to significantly grow its operations at the Port.

The agreement, with Metsä Group of Finland and Logistec (as terminal operator Balterm), will consolidate all Metsä Group's Mid-Atlantic volumes through the Port.

"The Port of Baltimore and the import of goods play a crucial role in Maryland's COVID-19 recovery," said Maryland Gov. Larry Hogan. "The expansion of business, especially during challenging times, reflects the industry's unwavering confidence in our Port and its talented workforce."

The new contract is set to start Jan. 1, 2021 and will

last for three years, with options to renew for an additional three years. Under the contract's terms, Metsä and Balterm will lease 797,980 square feet of warehousing space at the South Locust Point and Dundalk marine terminals, an increase of more than 60% compared to the current contract.

"We are very pleased to grow and expand on our long-term relationships with Metsä and Balterm," said MDOT MPA Executive Director William P. Doyle. "Their decision to consolidate all their Mid-Atlantic cargo through Baltimore speaks volumes on the Port of Baltimore's experienced labor, first-rate facilities, and overall abilities to handle forest products. We value the partnership and look forward to receiving those ships in 2021." 🌐

NEWSMAKERS

Port Secures \$10M Resiliency Grant

The Maryland Department of Transportation Maryland Port Administration (MDOT MPA) secured \$10 million in federal funding to help protect the Port of Baltimore's Dundalk Marine Terminal against severe weather, sea level rise and other potential climate change impacts.

The project's funds will come from the U.S. Department of Transportation's BUILD transportation grant program, which will help MDOT MPA's \$36.7 million Resiliency and Flood Mitigation Improvements project, with the remaining funds coming directly from MDOT MPA.

"The Port of Baltimore continues to be a major economic generator for our state, supporting thousands of jobs and breaking cargo records year after year," Maryland Gov. Larry Hogan said. "This investment in the resiliency of Maryland's critical infrastructure will help us ensure that freight can get to and from the Port as effectively and efficiently as possible."

The project includes deployment of berth and landside sea curbs, installing storm-drain backflow preventers and constructing a box culvert/water storage structure to prevent flooding caused by storm

surge and microburst storms.

"The Port's Resiliency and Flood Mitigation Improvements project is critical to help protect the infrastructure that serves the Port and portions of the Baltimore region," MDOT Secretary Greg Slater said. "This grant will help us preserve property, jobs, and the future vitality of one of Maryland's great economic engines: the Port of Baltimore."

To provide greater protection for the Port against anticipated future sea level rise, berths at Dundalk Marine Terminal will be reconstructed to include an integrated concrete sea curb along the face of the wharf, with a top curb elevation of 10 feet. 🌐

NEWSMAKERS

Dave Thomas Retires from MDOT MPA

Dave Thomas, Deputy Executive Director of the Maryland Department of Transportation Maryland Port Administration (MDOT MPA), recently retired after 21 years.

Thomas was honored virtually by Governor Hogan during a December Board of Public Works meeting (at right), as well as by MDOT MPA Executive Director



William P. Doyle (left). During his years at the MDOT MPA, Thomas helped to lead efforts on many initiatives, including the Wallenius Wilhelmsen load center, development of the cruise terminal and the Seagirt public-private partnership with Ports America Chesapeake.

"In his more than two decades at the MDOT MPA, Dave was involved in many projects that helped grow business and jobs at the Port of Baltimore," said Doyle. "He was also very active in the greater Port of Baltimore community, as well as with his involvement with the American Association of Port Authorities and the North Atlantic Ports Association. Before my arrival, Dave did an excellent job leading the Port as Acting Executive Director during the COVID-19 pandemic. I want to thank Dave for his great work and wish him a very happy and healthy retirement." 🌐



NEWSMAKERS

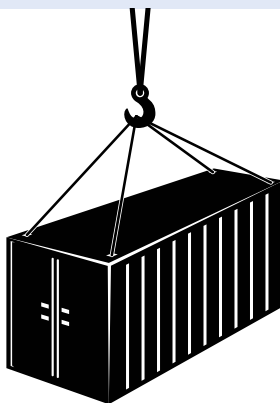
Improvements at Seagirt to Accommodate Growing Cargo Volumes

Ports America Chesapeake (PAC) is investing more than \$110 million in terminal upgrades and an additional \$56 million in yard equipment to accommodate growing cargo volumes at Seagirt Marine Terminal.

Following a slowdown earlier this year due to the pandemic, container volumes have rebounded significantly, in part due to the growing need for e-commerce.

PAC's infrastructure enhancements to the terminal include four new container cranes and the upgrade of a second 50-foot berth, allowing Seagirt to host two 14,000 TEU vessels simultaneously. Also planned are advancements to the terminal operating system, improved weigh-in-motion truck scales, new container handling equipment (including 15 hybrid-electric rubber-tired gantry cranes), new truck gates that will allow greater capacity, and an empty container-repair depot providing additional space in the main terminal.

To further increase capacity and improve efficiency, the U.S. Army Corps of Engineers (USACE), Baltimore District, and the Maryland Department of Transportation Maryland Port Administration (MDOT MPA) are launching a project to determine ways to address marine navigation at the Seagirt Loop channel in Baltimore Harbor.



5,536 Container Moves

The largest number of moves for a single ship in the Port's 314-year history, achieved at Seagirt in August.

"The Port of Baltimore is a major economic generator for our state, and we continue to plan for its bright future," said Maryland Gov. Larry Hogan. "With the partnership of the Army Corps of Engineers, we are making improvements at the Seagirt Marine Terminal that will positively impact Maryland's economy and our job growth for years to come."

The agreement between USACE and MDOT MPA formally begins with a study of improvements to the Seagirt Loop channel leading in and out of Seagirt Marine Terminal. Under a Feasibility Cost-Sharing Agreement, the two partners will evenly split the cost of the estimated \$3 million study.

"The Port of Baltimore is important to the national economy, and the U.S. Army Corps of Engineers is committed to working with our partners at the Maryland Port Administration to ensure that continues," said USACE, Baltimore District Commander Col. John Litz. "This study will investigate how to safely and efficiently accommodate the growing number of larger container ships for years to come." 🌐

NEWSMAKERS

Evergreen Marine Ranks High on List of Sustainably Managed Companies

The Wall Street Journal has recognized Evergreen Marine Corp. as one of the top 100 companies at managing environmental risk.

The Taiwanese shipping company landed the No. 3 spot on the list, scoring well on management of air quality, greenhouse-gas emissions and ecological impacts.

Evergreen raised more than \$68 million in green bonds in 2018 to reduce emissions by its cargo ships. The company also reports that its total CO2 emissions declined by 36.2% between 2008 and 2018. A further 40% cut is planned by 2030.

The *Journal's* ranking is based on more than 5,500 publicly traded companies that had policies on 26 sustainability categories defined by the nonprofit Sustainability Accounting Standards Board. 🌐



NEWSMAKERS

Ports America Chesapeake Lends a Hand

Ports America Chesapeake (PAC) recently donated a container and purchased gardening tools for the Park Heights community in Baltimore to develop a neighborhood garden. William P. Doyle, Executive Director of the Maryland Department of Transportation Maryland Port Administration; Bayard Hogans, Vice President of PAC; Farmer Chippy, Founder of The Plantation Park Heights; and Maryland State Senator Antonio Hayes helped with the project. PAC also donated a container to the Baltimore City Police Department to use for general storage. 🌐



OBITUARY

Former MDOT MPA Executive Director **Michael Angelos** Dies at 69

Michael P. Angelos, 69, President of the Steamship Trade Association (STA) of Baltimore, died suddenly on Nov. 23. His death was the result of an accident at his home, according to a statement from STA.

Angelos had worked at the Port of Baltimore since the 1970s, when he got his start driving container trucks for his father's company, STA said. He rose through the ranks at the Port and became Executive Director of the Maryland Department of Transportation Maryland Port Administration (MDOT MPA) in 1993. During his two years at the helm, he reversed previously declining cargo volumes.

"I want to express my deepest



condolences to the family and close associates of STA President Michael Angelos on his passing," said William P. Doyle, Executive Director of MDOT MPA. "As STA President,

Michael led an organization that represented thousands of men and women who comprise our hardworking, skilled and dedicated labor force. He was also instrumental in negotiating several local labor contracts."

Former MDOT MPA Deputy Executive Director David Thomas said he had known Angelos since 1984, "when he worked in management positions with ITO Stevedoring and we had the opportunity to work together closely on the Baltimore docks. His initials, M.P.A., are appropriate and symbolic of his love for the men and women of the Port of Baltimore. His passing leaves a gaping hole in our Port of Baltimore community and he will be missed by many." 🌐

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GreenPort



Environmental Stewardship at the Port of Baltimore **BY MARY MAUSHARD**

MDOT MPA Committee Keeps Port Projects Sustainable

Design and construction projects are major undertakings at the Port of Baltimore. To make them as good as they can be requires the expertise of different professional disciplines, including engineering, construction, operations and environmental management.

Above all, they require sound planning to ensure that all facets of a project and how they interact are fully considered. Port planners recognize that nowhere is that more evident than when working to incorporate environmental sustainability and climate change resiliency into Port engineering projects. Careful coordination is crucial to maximize efficiency and environmental benefits and avoid costly project delays.

All of this is made a little easier at the Maryland Department of Transportation Maryland Port Administration (MDOT MPA), thanks to its Environmental Coordinating Committee (ECC). This semi-formal standing committee meets bimonthly to discuss the environmental aspects of current and future projects and to identify opportunities to collaborate.

The group includes representatives from several MDOT MPA departments, such as Planning, Engineering, Harbor Development, and Safety, Environment and Risk Management (SERM). Other departments, such as Operations and Communications, are consulted as projects and topics evolve.

"There are a lot of pieces of a project that the departments may be working on independently," said Bill Richardson, General Manager of SERM. These include developing engineering designs, seeking environmental permits, scheduling contracting and procurement, and engaging community stakeholders. "ECC is where we all come together," he said.

ECC was established to help implement MDOT MPA's 2015 Environmental Strategy, which was developed to ensure that all MDOT MPA operations and activities are accomplished in ways that improve the environment and maximize efficiency. Because

environmental stewardship and compliance are engrained in so many different aspects of the Port's activities, it was essential to have a multi-disciplinary group of maritime professionals that could look at projects holistically.

The meetings provide the opportunity to share information among project managers from the different departments, Richardson noted. This avoids overlapping projects and duplication of efforts, eases decision-making and maximizes the knowledge and experience that the individuals bring. The committee also analyzes pending regulations and environmental policies to understand the impact to MDOT MPA and develop



ECC has been an essential part of MDOT MPA's environmental success story. Protecting and enhancing the environment while we continue to grow the Port of Baltimore is exactly what ECC was made for."

— Bill Richardson, General Manager of SERM

compliance strategies and recommendations.

"We can start farther along in a project" because of collective and shared knowledge, said Paul Nevenglosky, Project Engineer at NMP Engineering Consultants, Inc., who has provided technical support to ECC from its inception. "Through our discussions, we quickly accomplish in hours what it could take weeks or months to do."

The committee's collaboration has been highly effective, Richardson said. ECC team members have identified possible air and water quality credits generated by MDOT MPA initiatives, worked to incorporate innovative stormwater designs into berth construction projects and even developed long-term strategies for maintaining the benefits of the Port's reforestation project at Hawkins Point.

"ECC has been an essential part of MDOT MPA's environmental success story," said Richardson. "Protecting and enhancing the environment while we continue to grow the Port of Baltimore is exactly what ECC was made for." 🌐



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he Port of Baltimore has been able to navigate the challenging environment of the ongoing COVID-19 pandemic with another impressive performance.

The latest figures through November show significant increases for autos and light trucks, containers, roll-on/roll-off farm and construction machinery and general cargo compared to May and June, when volumes were at their lowest.

"The Port of Baltimore breaks records year after year, and has uniquely positioned our state to handle critical links in our nation's supply chain," Maryland Gov. Larry Hogan said. "These numbers are further proof that the Port is playing a pivotal role in Maryland's ongoing COVID-19 recovery."

November numbers showed a significant jump in several categories compared to June, when volumes hit a low point for container volumes and general cargo as well as roll-on/roll-off tonnage. **Compared to May and June, November numbers were:**

↗ **Autos/light trucks (48,159 units):**
+172.9% over low point in May 2020

↗ **General cargo (922,941 tons):**
+25.8% over low point in June 2020

↗ **Containers (55,759 boxes):**
+17.7% over low point in June 2020

↗ **Roll-on/roll-off (58,669 tons):**
+18.8% over low point in June 2020

For automobiles and light trucks arriving at Port of Baltimore terminals, the low point was in May. Compared to that May low, the November numbers are extremely encouraging. >>>



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“We have had increases in our project cargo business, while our container gains reflect the increasing popularity of e-commerce.

– William P. Doyle, MDOT
MPA Executive Director



“The Port of Baltimore is well-equipped to handle the rise in e-commerce because of the number of distribution, fulfillment and sorting centers in close proximity,” said MDOT Maryland Port Administration (MDOT MPA) Executive Director William P. Doyle. “We anticipate that long-term reliance on e-commerce will continue. While we are pleased with our November results, it’s important to remember we are still dealing with COVID-19, and that continues to make this a very unpredictable maritime trade environment.”

The performance included a new record at the Port, as longshore workers at the Seagirt Marine Terminal handled 5,536 container moves from the massive vessel *Maersk Edinburgh*. It was the largest number of moves for a single ship in the Port’s 314-year history.

“Throughout the COVID-19 State of Emergency, the Port has been a critical link in Maryland’s supply chain,” said MDOT Secretary Greg Slater. “The upswing we’re seeing tells us industry is eager to bring goods to the Port of Baltimore and to Maryland consumers. Our Port has the capacity and the right team in place to handle this volume and the massive ships carrying these goods.”



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As Maryland continues its recovery, the Port of Baltimore is seeing new business and increased demand from existing customers. Examples include:

➤ **General Electric:** The Port is handling vessels carrying 15 heat-recovery steam generators for General Electric. This includes heavy machinery that moves directly from the ship to the Port's on-dock rail network.

➤ **Siemens:** The Port is handling massive 385,000-pound transformers. These are also being discharged directly from ship to rail.

➤ **Elliott Turbo:** 90,000-pound transformers are being handled for export.

➤ **UPM:** UPM's new business through the Port of Baltimore includes an estimated 40,000 tons in rolled paper annually from Germany.

But that's not the only good news emerging from the Port.

The federal government announced a \$10 million grant to MDOT MPA as part of a project to improve infrastructure at the Dundalk Marine Terminal to guard against severe rain events and possible future sea-level rise and climate change.

In addition, the Port and the U.S. Army Corps of Engineers have signed an agreement for a \$3 million study of a loop channel at the Seagirt Marine Terminal to explore ways to improve access and maneuverability for the massive ships that visit the Port of Baltimore.

As part of the Port's public-private partnership (P3) with Ports America Chesapeake, work on a second, 50-foot-deep berth at the Seagirt Marine Terminal is moving forward. Dredging will begin late this year and four additional Neo-Panamax cranes are scheduled to arrive in April. The cranes are expected to be operational in summer 2021. A direct result of the 2009 P3 agreement, the second deep berth will allow the Port to handle two supersized ships simultaneously.

The growing container business also accentuates the need for the Howard Street Tunnel expansion project in Baltimore, which will accommodate the use of double-stacked rail cars to move cargo from the Port. The project is moving forward, with construction scheduled to begin in 2021, and completion and start of double-stack service in 2024. 🌐



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Terry Gao has helped Caitec Corp. take flight and expand its reach.

The company began as an importer of pet bird cages in 1992 and has grown into two distinct business activities — designing, manufacturing and marketing Featherland Paradise bird products, and producing Hero and Chase 'N Chomp dog products.

"Another business activity is, we provide original-equipment-manufacturing (OEM) service to a few large [consumer packaged goods] companies across the country," said Gao, who serves as President of Caitec. "Our branded products and OEM products are being sold across the country, and the world too."

In 2017, Caitec outgrew a 40,000-square-foot warehouse in Morrell Park and moved to a new headquarters in Halethorpe that spans 110,000 square feet. In addition to pet products, Caitec also manufactures lawn, garden and pest-control products.

The company employs 15 people at its Hollins Ferry Road location, which is a short distance from the Port of Baltimore. Caitec also has numerous commissioned sales representatives around the world.

Even with the company's growth and change, Caitec has maintained a strong relationship with the Maryland Department of Transportation Maryland Port Administration. The company also maintains close ties with Evergreen Shipping Agency Corp. to seamlessly export products.



The convenience and access to services available by major steamship lines make Baltimore an ideal place for businesses such as ours." — Terry Gao, President, Caitec

"The Port of Baltimore is what made us stay in the area," Gao said. "Caitec's location has never been further than five miles from the Port. The convenience and access to services available by major steamship

lines make Baltimore an ideal place for businesses such as ours."

Caitec has prided itself on staying ahead of the curve when it comes to producing products. The company does extensive research on the current

needs of the marketplace and develops a strategy to provide the best services.

"Caitec Corporation has always been a leader in product development and innovation in the pet space," Gao said. "We have established a rich portfolio of [intellectual property]. In addition, 100% of Caitec products are all proprietary designs at least. This is the ultimate reason why we are what we are today, after almost 30 years."

"Caitec has been working hard to be a trend leader rather than a follower. We are a market leader in pet bird products and established quickly in the dog toy space."

In addition to manufacturing products, Caitec remains committed to outreach efforts. The company consistently works with numerous bird rescues, animal shelters, humane societies and other charity organizations.

In May 2016, Caitec created the Hero 4 Warriors program as a way to give back to men and women in the military by funding a veteran cause that also has a canine component. The program is dedicated to providing service canines to warriors suffering from post-traumatic stress disorder, traumatic brain injury and related injuries as a result of military service post-9/11. 🌐



caitec

**AT A GLANCE
CAITEC CORP.**

PRESIDENT: Terry Gao

HEADQUARTERS:
601 Hollins Ferry Rd,
Halethorpe, Md.

EMPLOYEES: 15 (Commissioned
sales staff and sales agency
internationally)

CORE BUSINESS: Pet, lawn,
garden and pest-control products.

www.caitec.com



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Proud to Be Home

LARYSA A. SALAMACHA ADVOCATES FOR PORT JOBS, BUSINESSES WITH THE BALTIMORE DEVELOPMENT CORPORATION



BY TODD KARPOVICH

Larysa A. Salamacha chose early in her life to live and work in Baltimore City.

It was a decision that framed the foundation of her professional career, where she now serves as the Managing Director, Strategy, Research and Analytics for the Baltimore Development Corporation (BDC).

"I began as a community organizer, morphed into an ombudsman for William Donald Schaefer, and have spent the subsequent years as an advocate for Baltimore's business community at the BDC," she said.

Challenging work assignments are the main reason for Salamacha's longevity at the BDC. She contends that management of high-profile projects is exciting because they are exercises of continual learning and problem solving, which, when executed properly, have the potential for a long-term positive impact on the quality of life in Baltimore.

"Ensuring the viability of Baltimore's maritime and industrial businesses has introduced me to business leaders who are a tour de force to reckon with when their life's work is dismissed, devalued, or labeled as nostalgic," she said. "Replacing skepticism, doubt and distrust with collaboration between the public and private sectors over specific issues is extremely satisfying. But it is the grit and persistence of so many individuals who stay committed to Baltimore's economic viability which has energized me over the years."

During her tenure at BDC, Salamacha has had the opportunity and privilege to work with local, state and business leaders on various efforts to strengthen the maritime sector. Protection of waterfront property for

industrial uses led to the incorporation of the Maritime Industrial Zone Overlay District (MIZOD) into Baltimore City's zoning code — an intense effort over many years in the face of the gentrification of the working Port areas.

"I do not think there is a general understanding or appreciation of the role the BDC has played to ensure retention and growth of maritime, logistics and industrial jobs and investment in Baltimore City, as well as in other business sectors," Salamacha said. "The Inner Harbor is not the Port. The industrial areas of Canton to Locust Point to the Fairfield peninsula to Curtis Bay and Hawkins Point are collectively a major economic asset that supports the state's maritime activity, [including] with deep-water access. The State of

providing this service over two decades.

"But my business and real estate development work at the BDC has not been exclusively focused on the maritime sector," Salamacha said. "Throughout my career, I have interacted with business leaders in the life sciences, technology and manufacturing, to name a few.

"A couple of years ago, I began a new chapter in my career. Bundling my skills, experience and network of relationships, I am totally focused on a strategic planning process that was launched in November 2019. The goal is to create a common vision of inclusive economic growth to drive Baltimore's future economy. The plan will be shaped by a wide range of stakeholders, including the industrial sector, and will

“ The goal is to create a common vision of inclusive economic growth to drive Baltimore's future economy.”

Maryland's 'working Port' is located primarily within Baltimore City."

Listening to business concerns articulated by the Baltimore Industrial Group (BIG) about infrastructure (funding and maintenance), access to the Port of Baltimore (truck routes and movement of goods), and city and state fees and taxes, has shaped the advocacy Salamacha has tried to provide over the years in an effort to keep these businesses in Baltimore.

On the global front, Foreign Trade Zone (FTZ) #74 reinforces international commerce — the BDC is the FTZ Grantee serving businesses in seven Maryland counties that import metals, vehicles and other goods. Salamacha has supported her staff administrators in

establish goals, actions and metrics to achieve inclusive growth," she said.

As Phase I of this planning process concluded in January 2020, Baltimore, the nation and the world were hit by the largest pandemic in a century. This public health crisis' economic impact continues to reverberate throughout the world.

In March 2020, national and worldwide demonstrations of support for racial justice added to the momentum of social and economic change.

"Both disruptions of the status quo are opportunities to reevaluate preconceived ideas about equity and inclusion, and design and implement a recovery plan for our region by all our economic development stakeholders working together," Salamacha said. 🌐

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