

Surpluses or Services?

How the Hogan administration's intentional underfunding and undermining of state government is harming Maryland's pandemic response and recovery.

A Report by AFSCME Council 3
October 2021



Executive Summary

During the Great Recession, state employees gave back over \$1 billion worth of pay and benefits to help balance the state's budget. There were also several consecutive years of across-the-board cuts to state agencies. In 2015, when Governor Hogan entered office, he had a much better economy to work with but unfortunately due largely to ideological choices, the recession on state services continued through the end of last decade. On March 5, 2020, when the Governor first declared the state of emergency for the COVID-19 pandemic, Maryland's state government could not have been in worse shape. Years of stagnant wages and uncompetitive wages had created a staffing crisis in which thousands of positions across state agencies were vacant and the state was another several thousand positions short. In Maryland's twenty state-run local health departments for instance, over 40% of the positions were vacant as of 12/30/19. This staffing crisis, which had largely been left unattended to by the Hogan administration continues to hurt Maryland's response and recovery to the pandemic. Recently, and at the expense of these vital services, a \$2.5 billion surplus was announced. Maryland has a real chance to improve services by investing in our state government again. Now is the time we must decide what kind of state we want to live in. One that privatizes public services, or improves them? One that supports good union jobs, or one that outsources them to the lowest bidder?

AFSCME represents over 30,000 employees in state government and higher education. We believe that the services our members provide to Marylanders every day and during this pandemic are vital. We also believe that the pathway to a sustainable middle class is through paying living wages and expanding collective bargaining rights. Our members are COVID-19 Heroes. Here are their stories and how you can help improve state services by supporting them.



Maryland has a decision to make. Which kind of state do we want to become?

In January 2018, two full years before Gov. Larry Hogan first declared a state of emergency for the COVID-19 pandemic, the Maryland Department of Legislative Services (DLS) published the results of a study conducted over fiscal years 2016 and 2017 on [the adequacy of executive branch staffing](https://msa.maryland.gov/megafile/msa/speccol/sc5300/sc5339/000113/022600/022600/20180149e.pdf).¹ The report noted in its summary and recommendations that executive branch agencies were over 2600 positions short, including both the number of additional positions that were needed and the number of vacant positions that remained unfilled. DLS noted that uncompetitive wages were a factor for the high number of vacant positions in state government, but they were also “in part due to higher levels of turnover expectancy assumed in agency budgets.”² In other words, DLS concluded that Maryland did not have enough workers to perform the basics of state government because agencies were leaving a larger number of vacant positions open than necessary and salaries were too low to compete. DLS further warned in the report that, “agencies have undertaken extraordinary measures to make up for the loss of authorized positions while working to meet workloads, including costly and in-efficient interagency agreements, increasing the use of temporary contractual employees in full-time positions, increased outsourcing to the private sector, and having employees perform more administrative duties due to the loss of support positions, eroding their abilities to perform direct services.”³

¹ <https://msa.maryland.gov/megafile/msa/speccol/sc5300/sc5339/000113/022600/022600/20180149e.pdf>

² Pg. 51, *Executive Branch Staffing Adequacy Study*, Maryland Department of Legislative Services, January 2018.

³ Pg. 51, *Executive Branch Staffing Adequacy Study*, Maryland Department of Legislative Services, January 2018.

Exhibit 3.1
Quantifiable Staffing Shortages by Agency and Function

<u>Agency/Function</u>	<u>Additional Positions Needed</u>	<u>Vacant Positions</u>	<u>Total</u>
Department of Public Safety and Correctional Services	154	937	1,091
Department of State Police	193	182	375
Maryland Department of the Environment	295		295
Department of Juvenile Services	79	189	268
Maryland Department of Health	93	143	236
State Department of Assessments and Taxation	200	34	234
Office of the Public Defender	89	20	109
Maryland Commission for Civil Rights	8		8
Department of General Services	8		8
Historic St. Mary's City Commission	4		4
Secretary of State	3		3
Total	1,126	1,505	2,631

Source: Department of Legislative Services, 2018 Executive Staffing Adequacy Study

In the fall of 2018, Gov. Hogan had the opportunity to address these warnings about the inadequacy of staffing in state government and its impact on services to vulnerable Marylanders during annual negotiations with the state employee unions, the largest being AFSCME Council 3.



Exhibit 3.2
Estimated Cost of Additional Authorized Positions and
Cost to Fill Existing Authorized Positions
(\$ in Millions)

<u>Agency</u>	<u>General</u>	<u>Special</u>	<u>Federal</u>	<u>Total</u>
Department of Public Safety and Correctional Services	\$29.9	\$3.4	\$0.7	\$34.0
Department of State Police	17.6	6.3	0.4	24.3
Department of Juvenile Services	12.2	0.1	0.2	12.5
State Department of Assessments and Taxation	8.2	2.0	0.0	10.2
Office of the Public Defender	8.2	0.0	0.0	8.3
Department of Juvenile Services	3.8	0.0	0.1	3.9
Maryland Department of Health	3.7	0.3	1.4	5.4
Maryland Commission for Civil Rights	0.4	0.0	0.1	0.5
Department of General Services	0.5	0.0	0.0	0.5
Historic St. Mary's City Commission	0.2	0.1	0.0	0.2
Secretary of State	0.1	0.1	0.0	0.2
Maryland Department of the Environment	n/a	n/a	n/a	n/a
Totals	\$80.9	\$12.3	\$2.9	\$96.1

Source: Department of Legislative Services, 2018 Executive Staffing Adequacy Study

Fiscal year 2018 had closed with a surplus of \$504 million⁴, there was more than enough money to address the staffing crisis within state government. But as AFSCME Council 3 found out once negotiations started, Gov. Hogan was not interested in improving state services – the staffing crisis in state government was there by design.

Rather than discuss increasing wages or recruitment and retention incentives, Gov. Hogan's team of administrators spent the entire negotiations period obstructing bargaining by demanding that union members on the negotiations team limit contact to

⁴ <https://governor.maryland.gov/2018/08/30/governor-larry-hogan-applauds-504-million-end-of-year-budget-closeout/>

legislators and communications to other union members. There was no interest in engaging in substantive proposal discussions. They refused to even look at AFSCME's wage proposal and never presented their own. That year, Gov. Hogan did agree to give the state troopers union, whose membership is mostly white and male, a multi-year agreement beginning in FY 2020 with a 5% Cost-of-Living Adjustments (COLA) and a step increase or average increment of 2.4% in each year of the 3-year agreement. AFSCME members, who are mostly people of color and women, walked away with nothing for FY 2020. Here is the 8/30/18 statement from Gov. Larry Hogan's office when the FY18 closeout report and surplus of over half-a-billion dollars was announced:

“Governor Larry Hogan today applauded the end-of-year budget closeout report showing that Maryland finished the fiscal year with \$503.8 million in unassigned fund balance. \$144.2 million of the total comes from money saved by state agencies, which is \$54.6 million more than estimated,

reflecting the Hogan administration's careful management of state agency budgets."⁵

In 2018, while Gov. Hogan was boasting about surpluses by denying adequate resources to the state workforce, he was also allowing a big backlog of critical maintenance and renewal projects for state buildings to grow. The backlog of projects for state facilities maintained under the responsibility of the Department of General Services (DGS) had grown to \$187 million by the end FY 2017 as the average age of state buildings rose to 52 years old.⁶ High vacancy rates in DGS meant that routine maintenance projects were being delayed and the annual costs of emergency repairs was rising. More recently, the Building Assessment Unit (BAU) under the DGS estimates that by the end 2022, \$1.47 billion in repairs will be needed on State facilities.⁷



⁵ **Governor Larry Hogan Applauds \$504 Million End-of-Year Budget Closeout**
\$144.2 Million Saved By State Agencies

<https://governor.maryland.gov/2018/08/30/governor-larry-hogan-applauds-504-million-end-of-year-budget-closeout/>

⁶ 2018 Joint Chairman's Report Committee Narrative, Critical Maintenance and Facilities Renewal Report prepared by the Maryland Department of General Services – Nov. 30, 2018

⁷ http://dlslibrary.state.md.us/publications/JCR/2019/2019_301.pdf

Exhibit 16
Age of Department of General Services Maintained Facilities

<u>Age of Facility</u>	<u>Number of Buildings</u>	<u>Square Feet</u>
10 years or less	1	167,072
11 to 20	7	535,166
21 to 30	8	740,143
31 to 40	12	1,111,888
41 to 50	8	1,834,000
51 to 60	5	789,300
61 to 70	2	31,650
71 to 80	1	92,200
81 to 90	1	287,600
91 to 100	1	82,900
Over 100 Years	7	690,500
Total	53	6,362,419

Note: Excludes facilities that are solely parking garages.

Source: Department of General Services, November 2018 Response to the Joint Chairman's Report

Despite the warnings from legislators and DGS on the state of aging buildings, and from his frontline staff and the DLS on the impact the staffing crisis was having on state services, in the two years leading up to the COVID-19 pandemic, Gov. Hogan failed to make the necessary investments in State government that would have helped Maryland be better prepared for the twin public health and unemployment crises brought forth by the COVID-19 emergency. In a recent data request to the Department of Budget and Management (DBM), DBM reported that as of July 1, 2021, there were 5,752 vacant positions across state government. Imagine if in 2020, there were over 5,000 more skilled Marylanders to help support the increases in demand for unemployment or SNAP benefits over the last year, or more local health department staff to help with community outreach. Imagine if there were more mental health and

addictions professionals to help with responding to Maryland other public health crises of opioid overdoses and gun-violence. Imagine if instead of recommending the closure and privatization of public health facilities as we move on from this pandemic, Maryland instead made the choice to invest in maintaining and rebuilding our state hospitals and improving public health services.⁸

This is the real choice before Marylanders today – do we want to live in a place where state government is responsive to the needs of our whole state, or in a place where the under-regulated non-profit and for-profit sectors take over the basic functions of our state government. Gov. Hogan’s vision, and that of his followers, is to dismantle state government to a point where it can no longer adequately perform its duties for Marylanders. He is often applauded by the American Legislative Exchange Council (ALEC)⁹, an organization with deep ties to the Koch Brothers and known for being a corporate backed “bill-mill.” The way Gov. Hogan has chosen to govern Maryland and privatize state services is a direct play out of the ALEC playbook.¹⁰ Once buildings are broken beyond repair, or programs are short-staffed to inoperable levels, it provides justification for the private sector to come in and perform this function. The Hogan administration can then go to its preferred vendor of choice, or the business that can put in the lowest bid for these services.¹¹ Under ALEC policies, middle-class government jobs vanish as the drive to the bottom to find the cheapest workers possible prevails, and the quality services that were once accessible to all regardless of income are more difficult to find. In its worst form, we see the involuntary commitment of individuals with severe mental illnesses, or the incarceration of adults and juveniles converted over to a for-profit model, with corporations profiting off our most marginalized and, in many cases, most vulnerable. Is this where Maryland is heading?

⁸ <https://www.heraldmillmedia.com/story/news/2021/09/03/maryland-department-of-health-hagerstown-salisbury-possible-hospital-closure/5703742001/>

⁹ <https://www.alec.org/article/gov-hogan-aims-to-reduce-state-taxes-in-response-to-federal-tax-reform/>

¹⁰ https://www.inthepublicinterest.org/wp-content/uploads/ALEC_report_FINAL.pdf

¹¹ <https://bpw.maryland.gov/Publications/FY2019-2020%20FINAL%20PROCUREMENT%20ADVISORS%20REPORT.pdf>

Governor Hogan brags that since FY 2015, executive branch positions have decreased by 6% or nearly 3,000.¹² Our state government is currently at staffing levels not seen since 1984, despite a population that has grown by almost 2 million people since then.¹³

Alternatively, AFSCME Council 3 believes we are at a real turning point in Maryland's history. In July 2020, Gov. Hogan's short-sided and needless attempt at cutting \$1.45 billion from the state budget was thwarted by thousands of AFSCME members statewide who successfully lobbied the Board of Public Works to stop these draconian cuts. As one of the richest states in the richest countries in the world, we *can* be the kind of place that prioritizes the necessary investments in state services to help all Marylanders stay safe and equitably recover from this pandemic. In March 2021, Maryland received over \$6 billion in a record-funded state and local government stimulus plan passed by Congress and signed into law by President Joe Biden. And just a few weeks ago, the closeout report for FY 2021 budget announced a \$2.5 billion surplus.¹⁴ Maryland also has 243 special funds, the largest being the Rainy Day fund, with healthy reserves that push the total figures available to well over \$3 billion. These funds *could and should* have been spent on providing critical services to Marylanders over the past year, and on adequately resourcing the state workforce charged with providing those services. The following stories highlight how Maryland can rebound its state workforce and improve the pandemic response and recovery by standing with our AFSCME Council 3 COVID-19 Heroes.



¹²

<https://dbm.maryland.gov/budget/Documents/operbudget/2022/proposed/FY2022MarylandStateBudgetHighlights.pdf>

¹³ <https://msa.maryland.gov/msa/mdmanual/01glance/html/pop.html>

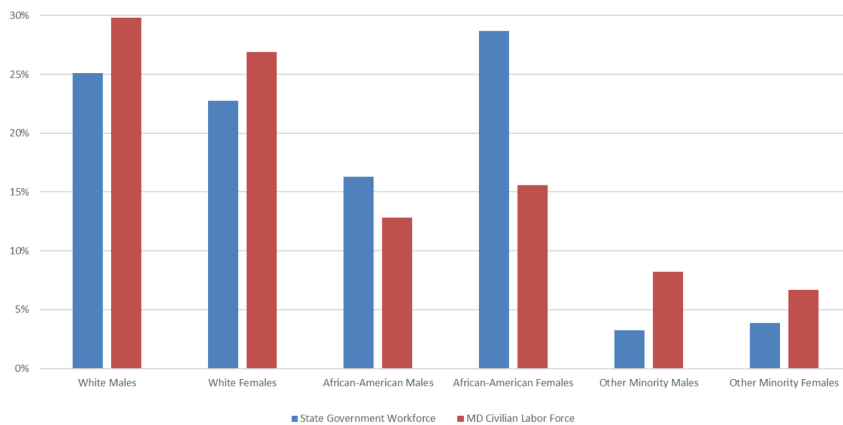
¹⁴ https://www.marylandtaxes.gov/reports/static-files/revenue/closeout/FY2021_Closeout.pdf

A State Job Doesn't Mean What it Used To

BY WILLIE FLOWERS

The Maryland State NAACP Conference is proud to stand with our AFSCME Council 3 COVID-19 Heroes in their call for living wages and expanded collective bargaining rights. State employment has been, and continues to be an important engine for Black families to achieve middle class success. In Maryland, Black women and men work in state government at higher percentages than in the private sector.

State Workforce Utilization 2020



Source: Annual Statewide Equal Employment Opportunity Report -- Fiscal Year 2020
<https://dbm.maryland.gov/eo/Documents/Publications/AnnualEEO-ReportFY2020.pdf>

A state job doesn't mean what it used to. With decades of stagnant wages and cuts to benefits, more and more Black families who rely on their state income are falling out of the middle class. Equity should mean strength for workers and families so each generation has a better standing than the last. You can't have equity as long as Black state workers still make on average \$.83 cents for every dollar their White peers make. Our COVID-19 Heroes deserve stable, predictable wages that keep up with inflation and can be used to sustain real generational wealth like buying a house. We must do better by our state employees, we must do better by our Black working families.



NAACP
Maryland
STATE CONFERENCE

"Equity should mean strength for workers and families so each generation has a better standing than the last."

WILLIE FLOWERS

**PRESIDENT
NAACP MARYLAND
STATE CONFERENCE**



"The job is about helping people. I grew up in a house with my great-grandmother and my grandparents. So elderly people have a special place in my heart. It matters to me that they can get their benefits, food stamps, medical assistance."

MONICA MAYO
BALTIMORE CITY
DEPARTMENT OF
SOCIAL SERVICES



When Over 5,000 Frontline Positions Are Left Unfilled

STATE AGENCIES MUST RESORT TO DESPERATE MEASURES TO STAFF THE SAFETY NET

In September 2021, the Baltimore City Department of Social Services (BCDSS), faced with high demand and hundreds of vacant positions, took the unusual move of transferring over 100 caseworkers from the Adult Protective Services Unit into the Child Protective Services Unit. Demand for services to vulnerable adults has not gone down, but a return to in-person learning for the thousands of students across the City, also meant an increase in child abuse investigations as more mandatory reporters were again present in children's lives.

But this was not the first time the CPS unit was experiencing high caseloads and staffing shortages. In 2018, then BCDSS Director Stacy Rodgers had to make a special request to DBM to hire 50 out of the 73 vacant child welfare positions the agency was sitting on in order to alleviate caseloads in CPS that were dangerously high. But the agency struggled to hire staff at the rate it was losing staff, and the staffing crisis remained unresolved when the pandemic hit.

Similar stories of critical state positions left unfilled exist all across state government.

Top 15 Agencies with Vacancies as of 7/1/2021		
	Agency	Open
1	Department of Public Safety and Correctional Services	1,195
2	Maryland Department of Transportation	957
3	Maryland Department of Health	717
4	Department of Human Services	716
5	Department of State Police	366
6	Department of Juvenile Services	226
7	State Department of Education	214
8	Department of Natural Resources	162
9	Maryland Department of Labor	139
10	Office of The Comptroller	134
11	Department of The Environment	115
12	Department of Agriculture	84
13	Office of The Public Defender	81
14	Department of General Services	77
15	State Department of Assessments and Taxation	77

"Throughout this pandemic, frontline workers like me have been working to keep Maryland running. When the pandemic started last March and there was no personal protective equipment and no testing, our union lead the fight for worker protections.

There is no other choice but to continue to fight for respect and dignity for all public service workers. Our neighbors are counting on us and counting on the services we provide every day across agencies."

PATRICK OKAFOR
DORSEY RUN
CORRECTIONAL INSTITUTION



AFSCME Council 3 Members are COVID-19 Heroes

SINCE LAST MARCH, THOUSANDS OF STATE EMPLOYEES HAVE CONTRACTED COVID-19. AT LEAST 12 HAVE DIED.

Over the past year, thousands of state and higher education employees helped to make sure our state and campuses kept running, despite the worst pandemic in over 100 years. They had to deal with their own anxieties about a disease that was airborne, and often without adequate PPE or staffing levels.

It is their hard work and dedication that helped our public institutions from becoming vectors for the spread of the virus back out into our communities. They also protested from May through this past legislation session to get access to adequate PPE and testing, and to keep Gov. Hogan from cutting their pay and further harming state services. Before the July 1, 2020 Board of Public Works meeting, Gov. Hogan unwisely attempted an across-the-board 5% wage cut for state employees and wanted to cut the state budget by \$1.45 billion. Then in September 2020, Gov. Hogan cut off COVID-19 response pay. During the session, the response pay was restored to some employees that are reporting to work, but not to all employees.

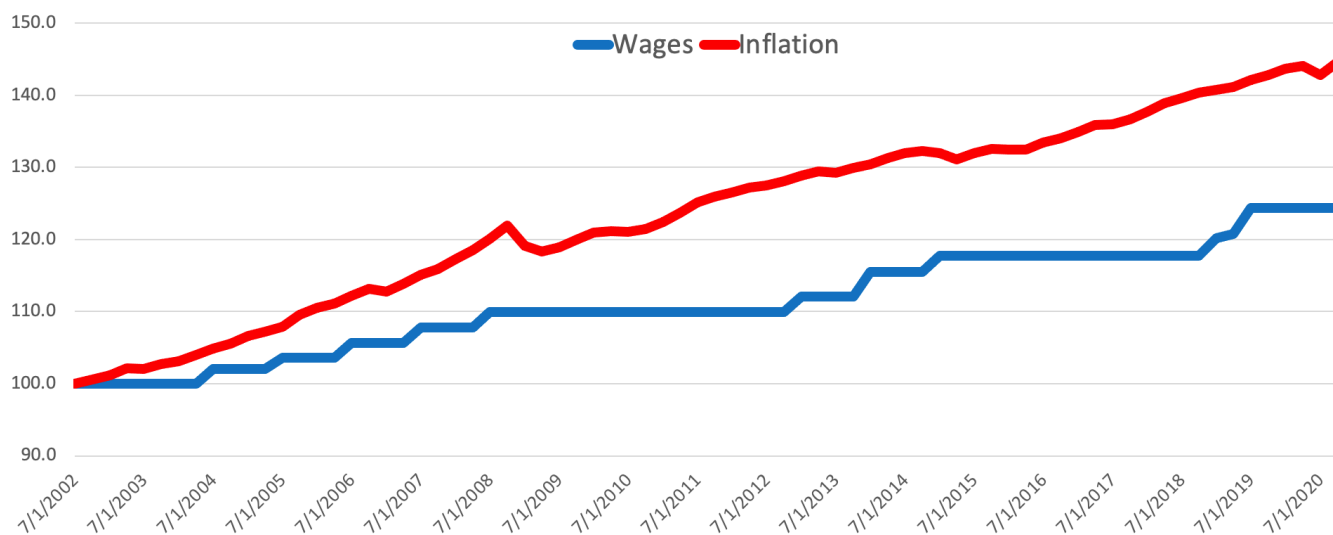
Additionally, the extra Emergency Paid Sick Leave (EPSL) that state workers were using to cover quarantine and isolation periods or for childcare emergencies ran out on June 30, 2021. For our members who work in congregate living settings, it's not unusual to have to quarantine or be screened out multiple times due to frequent exposures. The Department of Budget and Management (DBM) recently reported in a data request that state employees from April 2020 through June 2021 used over 500,000 hours of EPSL. Without EPSL for the 2022 fiscal year, an employee must go out on leave without pay for potential exposures if they have already exhausted their regular earned leave. The pandemic isn't over. Our COVID-19 Heroes still deserve additional leave and compensation.

Maryland's Stagnant Wage Problem

MARYLAND'S STATE EMPLOYEES ARE FALLING OUT OF THE MIDDLE CLASS

According to the August 2021, Consumer Price Index report by the U.S. Bureau of Labor Statistics, average prices in the Baltimore-Columbia-Towson region rose by 4.5% from the previous year. In this same time, state employees received only one 2% cost-of-living adjustment in January 2021. This follows a decades-long pattern of state employee salaries failing to keep up with the pace of inflation. Even with a recent minimum wage increase \$15/hour, many state employees are eligible for public assistance. Many more work multiple jobs to make ends meet.

State Employee Wages Fail to Keep Pace with Inflation

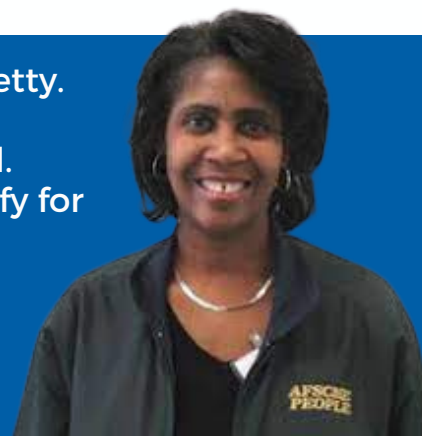


Wages include across-the-board increases, excluding one-time bonuses, step increases and the impact of furlough losses.

Inflation equals change in Consumer Price Index for All Urban Consumers, U.S. City Average, all items, 1982-84=100, seasonally adjusted.

“Because I’ve been at MVA so long, I see the big picture. And it’s not pretty. I give orientations to new employees who are coming into the state of Maryland, and the salaries that the state employees make – it’s just sad. Employees talk to me and they say, ‘Ms. Womble, do you realize I qualify for food stamps?’”

MILDRED WOMBLE
MOTOR VEHICLES ADMINISTRATION





Alexzine Jackson

Dorchester County
Health Department

My name is Alexzine Jackson, and I'd like to tell you about my son, Juan. He's 12, and when he gets home from school, he's at home alone until his dad picks him up or I get home. That's because right after I finish my job for the state in the Dorchester County Health Department, I go to my other job at Walmart. It's like this most evenings, and it's been this way for years.

We almost never have dinner together, Juan and me.

And I'm sometimes at Walmart on the weekends, too. It's the only way I can pay the bills. It's a little better now that Juan is getting older, but I know it's been hard on him. I'm an office secretary, and the fact is that I love my job. I'm right at the center of things, supporting a lot of people, and that makes me feel good. I do clerical work, entering data, and pretty much anything else that needs to be done. I've also been on the front lines during COVID assisting with testing and with the vaccine with reservations.

At Walmart, I work in customer service. Working for the state, I haven't gotten a step raise in ages. The truth is, I get more raises from Walmart. I am not alone. I wonder if the governor knows that his employees are making more money and getting more appreciation from Walmart? It's time for the state of Maryland to fix this. Please, think about my son – and families all over this state – and start paying your workers a living wage.

Dave Levesque

Allegany County
One Stop Job Center



I know that the kind of work I do at the Maryland Department of Labor is effective because it worked for me. I was looking for a job, I kept going into the office because it was a good resource to find information about jobs. Finally, they said, 'Hey, do you want to work here?'

It's been 16 years since I took the job, and I wear a lot of hats: assisting people find jobs, helping employers and recruiting staff, facilitating workshops, and connecting people to training.

I like it when people find work. When people come back and they're excited, and they thank you -- that's probably the best part of the job. It's a good feeling.

But keeping the state of Maryland employed doesn't pay very well. And sometimes that means I can't take care of the curveballs that life throws.

One day I came home from work and my living room window was smashed out. There was glass all over the sidewalk, a huge hole in my house. I thought someone had broken in, but eventually I figured out my dog had done it. Bad news, though -- to fix it would be about a thousand bucks. I just couldn't pay that. So that window was boarded over for two years.

When you suddenly have enough money to keep your home livable, that's a big thing," he says. "When you can do a little bit more than just scrape by, it increases your morale and enables you to contribute more to your community and your job.

The job of keeping Maryland employed deserves appreciation. "I'm not asking for a trip to the Bahamas. I'm just asking for enough money so that when a window breaks, I can fix it. Basic life things.



Living Wages vs. Minimum Wages

INCREASE WAGES TO RECRUIT AND RETAIN MORE STATE EMPLOYEES

Tia McCoy-Johnson loves her job as a fiscal accounts auditor in the comptroller’s office.

“Some people might say it’s tedious work, but to me, the job is so interesting.” But she hates where she lives. “Next time the rent goes up, I don’t know how I’m going to manage it. And this is living in a place so dangerous my child can’t even go out and play.”

“But I can't move anywhere because I can't afford it. My wage is not a living wage.” It’s ironic – Tia’s job is to make sure the state of Maryland stays solvent. Yet on her salary, she’s near-broke every month. And it’s clear that no one cares. “It’s hard waking up in the morning feeling like the people I work for think I’m replaceable,” says Tia. “It’s frustrating.”

Minimum Wage: The minimum wage estimates the lowest threshold an employer can legally pay employees for certain types of work.

Poverty Wage: The poverty threshold is defined by the Department of Health and Human Services. It is an administrative threshold to determine eligibility for financial assistance from the federal government.

Living Wage: The living wage draws upon geographically specific expenditure data related to a family’s likely minimum food, childcare, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs.

Living Wage Calculator in Maryland

	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)		
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children
Living Wage	\$17.25	\$34.74	\$43.05	\$55.78	\$26.66	\$31.82	\$35.41	\$38.70	\$13.33	\$18.75	\$23.40
Poverty Wage	\$6.13	\$8.29	\$10.44	\$12.60	\$8.29	\$10.44	\$12.60	\$14.75	\$4.14	\$5.22	\$6.30
Minimum Wage	\$11.75										

Source: <https://livingwage.mit.edu>

The Solutions are Easy

Low and stagnant wages can be repaired by supporting annual Step Increases and COLAs for State Employees, and fixing and expanding collective bargaining.

AFSCME Council 3 Legislative Agenda

Override Gov. Hogan's Veto of SB 9. Passed last session with a veto-proof majority, SB 9 consolidates bargaining across the University System of Maryland. This legislation is vital in ensuring that all university employees in Maryland are treated equally, regardless of what campus they work on. .

Pass Collective Bargaining for the Office of the Public Defender. Del. Shaneka Henson and Sen. Pamela Beidle will be introducing enabling legislation to expand collective bargaining to the employees of the Office of the Public Defender. Currently, around 30,000 state employees have collective bargaining rights. Employees at the OPD deserve collective bargaining rights too. Collective bargaining will help address issues in the OPD with retaining staff and attorneys and with high workloads, leading to better outcomes for the Marylanders who need criminal representation but are unable to pay for it.

Pass Binding Arbitration and Let the People Decide. For collective bargaining to truly work, there must be a neutral 3rd party that can come in on occasion and evaluate each parties' proposals to determine which side is right and be empowered to make a binding decision. This is the best way to ensure that both sides are negotiating in good faith. Unfortunately, this is not the system state employees currently have with our negotiations. There is no meaningful way to break an impasse which means that if one side does not want to engage in good faith, they can simply run out the clock with proposals that aren't serious. We will be pursuing legislation for a constitutional amendment to allow binding arbitration in our negotiations so that we can begin to address stagnant wages at the bargaining table again as it should be, and not always within the legislature.

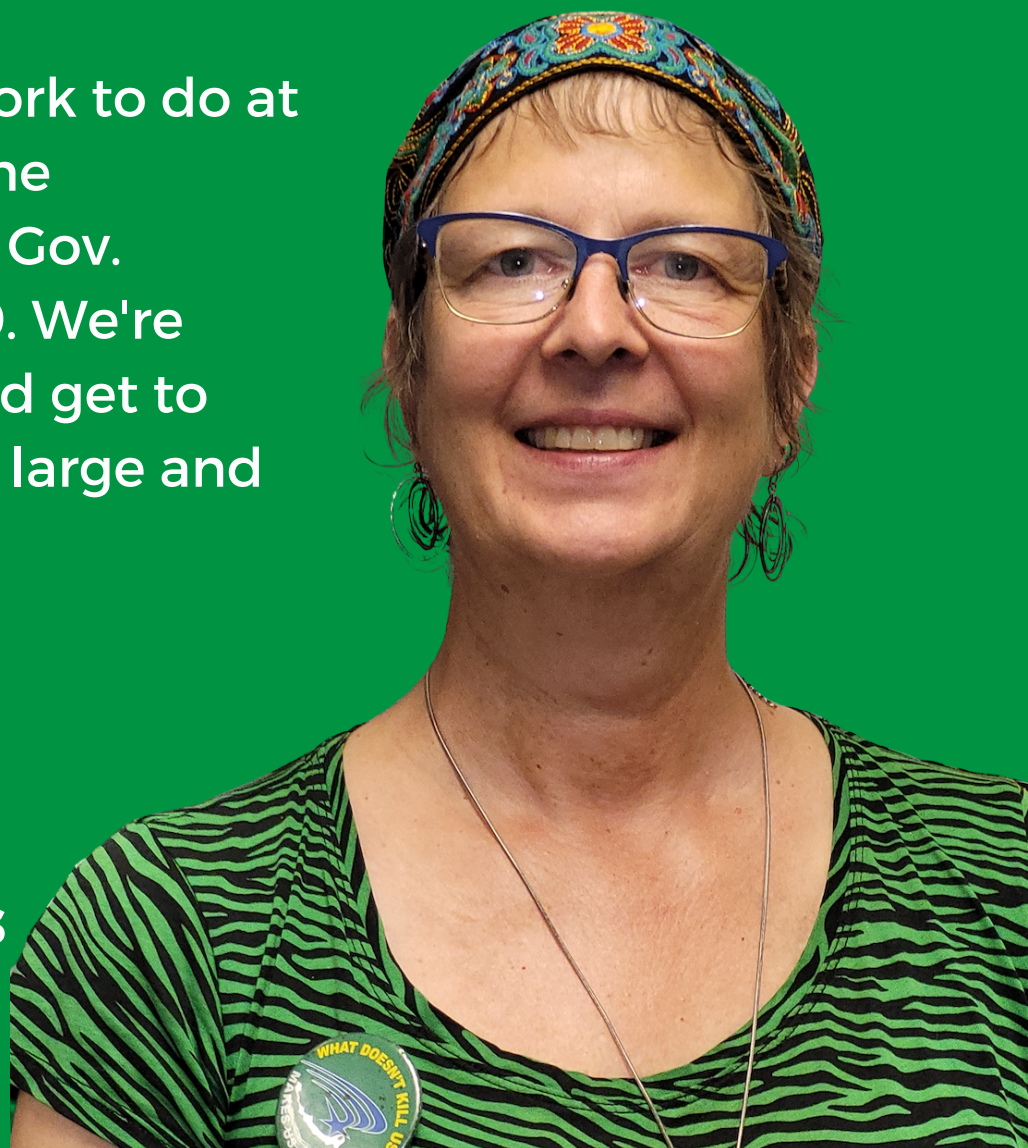
Annual Step Increases and Cost-of-Living Adjustments. State employees are hired into a salary grade scale that is supposed progress yearly with small step increases. In fact, it is written into state law that step increases are supposed to be given annually for satisfactory or above performance. To accomplish this for our members would only be around \$35 million annually. These increases are the best retention incentives the state can offer to its employees, but they are rarely funded. We believe these step increases should be automatic annually in the budget, and that COLAs should be negotiated yearly based on the inflation for that given year.

The University System of Maryland has significant wage disparities among classifications at different campuses. The median salary for women is 86% of the median salary for men, and the median salaries for African Americans and Hispanics are 75% and 77% of the median salary for white employees. The system also has not raised the minimum wage to \$15/hr yet.

We have so much work to do at the USM. We hope the legislature overrides Gov. Hogan's Veto of SB 9. We're ready to sit down and get to work on fixing these large and urgent issues.

Debbie Michaels

University of Maryland,
Baltimore County



Which kind of State do you want to live in?

State services are in crisis after years of intentional neglect.

The state government is one of the largest employers in Maryland. The state can't provide good quality public services if it isn't able to attract employees. Marylanders also suffer when state employees have to manage extreme caseloads, resulting in waitlists, backlogs, and the erosion of services. Paying public employees adequate wages is essential for the state to compete in the labor market and deliver high-quality service, and is also good for the state's economy overall.

Here's How You Can Help

Marylanders for Stronger Services

- Go to our website and sign the pledge to support our COVID-19 Heroes
- Support candidates who sign our pledge
- Call on legislators to pass a budget that prioritizes equity and good paying middle class, union jobs
- Demand the state stop union busting

Policymakers

- Publicly pledge to support our COVID-19 heroes and sign our pledge
- Involve union members in policy decisions that impact them
- Hold the executive branch accountable for reducing vacancies and improving pay

STAND WITH AFSCME COUNCIL 3

COVID-19 HEROES



Better pay and resources to the workers holding Maryland's social safety net together

AFSCME Council 3 represents over 30,000 hardworking and dedicated employees in Maryland State government and in our public higher education institutions. We are the state's largest and fastest-growing union for public service employees. We Make Maryland Happen.

OUR LOCALS

Local 112 | MD Dept of Social Services
Local 174 | MD State Aviation Administration
Local 239 | Frostburg State University Employees
Local 266 | Spring Grove/RICA Catonsville Employees
Local 354 | Washington and Frederick County, State Employees
Local 423 | Office of the Public Defender
Local 539 | Carroll & Howard County State Employees
Local 557 | Clifton T. Perkins Hospital
Local 611 | Thomas B. Finan Center - Garrett & Allegany County Employees
Local 631 | Suburban Washington Employees
Local 669 | Western MD State Highway
Local 770 | Upper Eastern Shore Employees
Local 898 | Western Correctional Institution Employees
Local 1072 | University of Maryland College Park Employees
Local 1081 | Eastern Shore Employees
Local 1107 | MDTA, Perryville
Local 1138 | MDTA, Annapolis
Local 1297 | Bowie State University Employees
Local 1319 | Patuxent Institution Employees
Local 1356 | Coppin State University Employees
Local 1427 | Baltimore City Correctional Institutions Employees
Local 1459 | Univ. of Maryland Baltimore County Employees
Local 1535 | Maryland State Employees, Baltimore City
Local 1606 | MDTA, Baltimore City
Local 1678 | Jessup Correctional Institutions
Local 1772 | Hagerstown Correctional Institutions
Local 1803 | MD Employees in Anne Arundel County
Local 1833 | University of Maryland E. Shore
Local 1839 | Univ. of Maryland - Baltimore, Employees
Local 1867 | Amalgamated State Workers (Baltimore, Harford & Cecil Counties)
Local 1870 | Baltimore City Community College Employees
Local 1885 | Morgan State University Employees
Local 2801 | Maryland Port Authority Employees
Local 3167 | Department of Juvenile Services
Local 3478 | Eastern Correctional Institute
Local 3641 | Department of Labor
Local 3644 | Dept. of Education Employees, IWIF/ Worker's Comp Employees
Local 3655 | MVA/MD. Insurance Administration
Local 3661 | Parole and Probation Employees
Local 3674 | MD State Court Employees & Register of Wills
Local 3675 | MD State Police Civilian Employees
Local 3895 | University of Baltimore
Local 3980 | St. Marys College of Maryland Employees

AFSCME Council 3 President Patrick Moran

www.afscmemd.org

