“Baltimore has been very good to me,” declares William “Bill” Passano, Jr., “so it’s my turn.”

In December 2014, he and his wife Helen—“Honey” to family and friends—created The Stardust Fund at BCF. Taking the name of one of their boats, which Helen had named for the Hoagy Carmichael song, the donor-advised fund was designed, on the death of both founders, to be split equally into charitable funds for their children, three daughters and one son.

BUILDING THE LEGACY

For many years, the Passanos relied on the financial guidance of John Poulton at Brown Advisory, and his advice included options for philanthropy and a link to BCF. Helen died in January 2018 following a stroke, and after Bill’s death, each of the four new BCF donor-advised funds will represent a substantial charitable force in its own right.

Bill envisions that each child will make annual grants equaling five percent of the charitable fund. “In that way, it would appreciate, and then they could pass it on to their children,” he says. He anticipates that his children will involve his ten grandchildren in selecting grants, and—determined not to “lead from the grave”—he is at peace with whatever direction their giving takes. Besides, he is looking to BCF to work with his family to make the most of their philanthropic windfall.

“The Passanos: On the Family Plan

Generations of Passanos have been blessed by a thriving family business, an independent spirit, and an ethos of giving back.

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“All four kids are so different that gifts will range from solar panels in Haiti to crab pots in the Chesapeake Bay,” he laughs. “It seems to me you have to lead by example, and that’s what I’m trying to do.” His own charitable giving encompasses a library for Gilman School, part of the Hackerman-Patz House at Kernan Hospital, and an environmental training center on Tilghman Island, including a garden dedicated to his wife.

His mother provided an early, unusual model of giving. “She was raised with no money whatsoever,” he says. “Her idea of philanthropy was a thick card file with contributions of $100 here, $100 there. She never made big contributions, but she would squirrel away her grocery money and give it away.” That generous spirit remained as the family’s fortunes changed.

OVERNIGHT WEALTH

The Passanos had lived comfortably, never extravagantly, and for four generations, their source of income was derived from a family business, Waverly, Inc., which specialized in printing and publishing medical and scientific books and journals. The company became a pillar of the Baltimore economy in the 20th century, and Bill was president of Waverly Press as it flourished.

“It was a very good industry,” he says, “and we did very well. My wife and I traveled the world promoting the company and selling medical...continued on page 2

A Baltimore that Does

At a recent talk before members of Baltimore’s business and civic leadership community, I shared four stories about the Baltimore that animates my imagination and fuels a searing urgency about Baltimore’s present and potential.

In one story, there was a Baltimore community that came together to ensure that students had safe passages home during a spate of violence after school. In another, there was a community that decided that an empty school building could become a different kind of school to anchor, stabilize and transform a community. Then there was a neighborhood that turned a school closure into an opportunity to work creatively and collaboratively with public officials to craft and successfully pass a new and really smart facilities plan for educating its young people and substantiating a community vision. Finally, there was a school leader who saw an abandoned recreation center and an investment in zero- to five-year olds and their families as opportunities to expand and extend conventional learning.

These four Baltimore stories had and have messy politics and differ in racial composition, socio-economic characteristics, geographic location, neighborhood dynamics and all the attendant challenges. Translation: It was not pretty.

continued on page 2
FUND HOLDERS CHOOSING IMPACT

As of October 1, the donors of these donor-advised funds have elected to Invest for More by moving a portion of their funds into the investment pool for local impact. Find out more about this new investment option at bcf.org/investformore.

- Appleby-Vanko Fund
- Chandler Family Donor Advised Fund
- Bill Gilmore and Ted Frankel Fund
- Michael W. Halle Fund
- Fritz K. and Robert J. Hallock Fund
- The Clarence Fund
- Reid Family Fund

HELEN’S INFLUENCE

“My wife was very special,” Bill says. “We were married 65 years, and I miss her every day of my life. She came from a very warm and giving family, and it helped me a lot to see that.”

In January, The Star Democrat (Easton, MD) observed of Helen: “A fierce advocate for environmental preservation, natural foods and the women’s liberation movement, Helen embodied progressivism before it was trendy, easy or advantageous to do so. ...Helen radiated a joie de vivre born out of her deep love for the world—for its people, its natural resources and all its varied possibilities.”

She and Bill lived for most of their marriage on Gibson Island, but her interests were never insular. She marched on Washington, learned to use a computer, and became an avid gardener. She also had a joie de vivre born out of her deep love for the world—for its people, its natural resources and all its varied possibilities.

In the strategic plan that we will be launching early in 2019, BCF will focus on game-changing interventions as well as on investments at the intersection of the schools and neighborhoods that move the needle and effect change that matters, that last and that disrupt systems and practices that do not work. We believe that when the nonprofit sector and the private and public sectors work in partnership and in tandem to act unashamedly on behalf of the health and prosperity of the region, the effects will ignite the change we seek and the stubborn resolve that these times require.

Only if we let them, doubt and complacency will seep in and we will believe the antithesis of doing: that the tools we have at our disposal are outmatched by the magnitude of the challenges and opportunities. This only means that there are no sole actors. BCF will act as a part of a Baltimore that always agrees. Our ability to listen to differences, engage the best thinking, and our willingness, especially when it’s hard and fraught, to reckon with our linked fate will affect what we do and ultimately what we come to expect in and from Baltimore.

LIVING WITHOUT REGRETS

“I’ve had a wonderful life, and the last thing I do want to do is to fly around in private jets. I’ve given away almost everything I have, and I have no real regrets.”

Helen and Bill Passano

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CEOs Corner continued from page 1

Yet these are stories of a Baltimore that does. This is not to suggest that we can declare “mission accomplished” in these communities, but it does speak to resisting the inclination to wait or languish or point fingers or criticize or acquiesce. It’s a Baltimore that gets to the doing and exhibits the spirit of collaboration and leadership to achieve higher goals and a more ambitious vision than what the present portends. And in each of these stories, the doing meant affecting the lives of students and changing what we should expect in and from our neighborhoods.

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The Middle Grades Partnership wrapped up its summer programs. With over 500 scholars and 17 participating schools across Baltimore, MGP continues offering its unique mix of academics and summer fun... and students keep coming back!

The LGBTQ Fund at BCF was unveiled July 18 to a crowd of 80 at a roundtable discussion hosted by BCF on issues facing the LGBTQ community.

Leaders from organizations representing many LGBTQ constituencies participated on the panel and shared the challenges they face in their work. They shared stories and data on issues related to housing, healthcare, education and family acceptance that face many LGBTQ youth.

The panel, moderated by Monica Mitchell, Vice President Community Development at Wells Fargo, took questions from the audience and addressed them from their perspectives as teachers, healthcare professionals, legal aides and non-profit leaders.

Jabari Lyles, of GLSEN Baltimore, described the challenges he faces when he’s training teachers on how to help LGBTQ students in Baltimore’s schools. Kenneth Morrison of DewMore Baltimore told stories about the poems that kids in his program write about their experiences dealing with the reactions of some of their peers to their identities. Ava Pipitone of the Baltimore Transgender Alliance shared how important it is for transgender people to lead organizations addressing the problems facing that community.

“Get to Know BCF” was the first in a series of opportunities for those who’d like to know BCF better. Do you know someone who should know BCF? Watch for future dates at bcf.org/calendar.

Whether or not you itemize, the season for gratitude and giving is a time to think about who and what matters most to you, and to recognize them with a gift. Where does Baltimore stand on the list of those you care about? What will be your gift to Baltimore?

BCF Announces LGBTQ Fund

For years, BCF’s donors have committed to many causes to improve Baltimore, like improving our schools and promoting resident-led neighborhood work. Now, with the creation of the LGBTQ Fund at BCF, our donors are ready to help provide life-sustaining and life-affirming supports for Baltimore’s diverse lesbian, gay, bisexual, transgender and queer community—particularly vulnerable young people.

The LGBTQ Fund at BCF continues offering its unique mix of academics and summer fun... and students keep coming back! With over 500 scholars and 17 participating schools across Baltimore, MGP continues offering its unique mix of academics and summer fun... and students keep coming back!... and students keep coming back!

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For Mitchell, ensuring that LGBTQ youth have the same opportunities as everyone else is a personal issue. One of her children came out to her as gay several years ago.

“When I hear the statistics and challenges facing LGBTQ youth, I need my son—and other youth—to know that we find that unacceptable and we are going to bring resources to this that will address them,” she said.

Mitchell shared some great news during the event July 18: Wells Fargo is providing an opening gift of $25,000 to the fund.

“Wells Fargo’s commitment and service to the LGBTQ community dates back 30 years and continues to grow year after year,” says Mitchell. “Through working with organizations like Baltimore Community Foundation, we are able to continue our support by providing the necessary resources and education to help the LGBTQ community in Baltimore.”

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Ziger said that BCF aims to raise $200,000 for the fund, which will be non-endowed initially. Grantmaking will begin in 2019 with an advisory committee guiding the focus of the fund.

Give to the LGBTQ Fund at BCF at bcf.org/lgbtq
Parsing School Effectiveness and Leadership

When BCF made a commitment to invest in school effectiveness and school leadership, we had a lofty objective in mind. We wanted every student, or at least most students, in Baltimore to have the opportunity to attend a school that was operating at the highest level, delivering the best possible education, led by a strong and effective leader. But defining what that actually looked like and how to get there proved to be a challenge.

We enlisted Baltimore Education Research Consortium to dig into the data. They studied 137 schools and what they found was not one magic ingredient, but five “drivers” of excellence. None of the drivers is a revelation, but this way of thinking about what a great school looks like—indeed, a category of standardized test scores—provides an important vantage point for funders and for the school system itself. It has led to new perspectives on how to identify, build and sustain leadership for our schools.

The five drivers include,

1. **Instruction:** Teachers create a classroom environment that promotes learning, mutual respect, high expectations, and higher-level thinking.
2. **Teachers:** Teachers deliver highly effective instruction and meet the learning needs of all students.
3. **Safety:** Students, teachers, and staff feel free of physical or psychological harm.
4. **Leaders:** School leaders establish and communicate goals, support teacher growth, are responsive to and inclusive of staff and community, and support the other primary drivers.
5. **Welcoming:** Mutually welcoming and beneficial relationships are established between the school and parents/guardians.

Highly effective, sustained partnerships exist with external organizations and services.

BCF has been a lead supporter of the “Heart of the Schools Awards” celebrating outstanding school principals since its inception in 2016. We have supported coaching and mentoring for school principals, and we have invested in the “school effectiveness reviews” used by City Schools to analyze what’s working and what needs attention in individual schools. Each of these efforts has been an important step, but this new perspective of the five drivers of excellence gives us a more holistic view of what can be done to strengthen our schools.

We heard a similarly expansive definition of school leadership when we sat down recently with Jacque Hayden, an Instructional Leadership Executive Director for Baltimore City Schools. Jacque supervises principals of nine Baltimore City high schools, and is responsible for helping each of those principals live up to their highest potential in the areas where they are naturally strong, and identifying the most effective tools for building their skills in other areas.

When we asked Jacque what school leadership means to her personally, she gave an impassioned response: "There’s leadership at every level, including our students. I am a role model—whether I want to be or not—to every single person in that [school] building, but I’m not more important than anyone in the building. Every single person in the building has a leadership role, and we need to make people feel like that and help them understand that."

Investing in leadership is a key ingredient in BCF’s new strategic plan. Like Jacque Hayden, we believe that recognizing and unlocking the leadership potential in people of all ages, at all levels, offers a path to strengthening not only our schools, but our entire community.

*We’ll be making the full plan public, with specific objectives and grant application guidelines, early in 2019. Stay tuned!*

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**Board Transitions**

We express our deep appreciation to our retiring board members Richard W. Cass and Stuart O. Simms, for their 12 years (each!) of volunteer service to BCF and for their dedication to Baltimore. Both shaped BCF in distinctive ways over their tenure on our board.

**RICHARD W. CASS**

Dick Cass, president of the Baltimore Ravens, brought a steady hand to BCF as chair of the Audit Committee. His influence in that role has been broad and deep, as he presided not only over the annual financial audit, but also the implementation of annual internal audits of operational practices and processes that have made the organization immeasurably stronger. Dick was an early champion of Judy Centers, helping to secure major gifts toward the establishment of new centers now serving thousands of families across Baltimore City. He served on the Campaign Executive Committee for BCF’s $100 million Campaign for BCF and Baltimore. And he was a generous and gracious host of six consecutive years of scholarship lunches at M&T Bank Stadium, and of a very special event for professional advisors at the Ravens Castle. For all these many gifts of time, treasure and talent, we are grateful.

**STUART O. SIMMS**

Stu Simms is well known as a partner in the law firm of Brown, Goldstein & Levy, as former State’s Attorney for Baltimore City, and as Secretary of Juvenile Justice and then Secretary of Public Safety and Correctional Services in the administration of Governor Parris Glendening. But no matter how big his reputation, his heart remains in Baltimore’s neighborhoods. Stu served for many years on our Community Development Committee and later chaired that group, re-named the Neighborhoods Committee, providing informed and thoughtful guidance to our neighborhood investments. His service on our Advocacy Committee was undergirded by his thorough understanding of public policy. We were particularly gratified when Stu agreed to chair the Committee on Trustees and Governance, which he recognized as an opportunity to shape the future of BCF by continuing the diversification of its board. Stu’s influence on BCF will be felt for years to come.
Transportation 101

Who are the most effective advocates for change in a city or a neighborhood? People with strong bonds with their neighborhoods are natural advocates who can convince others to join them in their efforts to improve the place they live.

That is, essentially, the idea at the heart of The Transportation Alliance’s Transportation 101 Academy. The seven-week program gives residents the tools and skills to understand our transportation system and the know-how to advocate for their neighborhood on transportation-related issues.

The academy was a project inspired by a similar program created by The Transit Alliance in Denver called The Citizen Academy. That program, over a decade old, educated residents about the Denver transportation system and taught them to be transportation advocates. Eric Norton, Transportation Alliance policy director, saw the Denver program in action several years ago.

After Gov. Larry Hogan canceled Baltimore’s Red Line, an east–west light rail that would have connected Baltimoreans to jobs and new opportunities, Norton and the rest of the Transportation Alliance team were looking for new ways to advocate around transportation. That’s when Norton remembered the Denver program.

“After the Red Line was canceled, we were looking at things other cities were doing to engage residents,” says Norton. “We thought that if we had a lot of people working on their own, in their neighborhoods, that it could add up to something bigger. That’s where this started.”

The Academy, now in its fourth cohort, was launched in 2017 as a pilot program. Each academy consists of a small group of residents who meet once weekly and learn concepts related to regional transportation. A wide range of guest speakers present to the students. Part speakers have included officials from the Maryland Transit Administration, local urban planning experts and others.

Activities are constantly evolving based on graduate feedback. First cohort graduates, for example, told the Transportation Alliance that the academy needed a session focusing on building communications skills to use when talking to a neighbor who might disagree with them. In response, the Transportation Alliance worked with Single Carrot Theater, a local theater company, on a role-playing scenario where actors portrayed “transportation skeptics” who engage with academy students.

Other program innovations include a cooperative card game designed by Maryland Institute College of Art students called “Fishtopolis.” In the game, players have to make transportation and planning decisions in a fictional city made up of fish.

Throughout the academy, students are formulating and developing a personal action plan that they can complete after they graduate. The final week of the program is a presentation session where graduates reveal their transportation action plan.

In February of this year, the Commission on Innovation & Excellence in Education, better known as the Kirwan Commission. Its charge is to modernize the state’s education funding formula and to identify the changes needed in policies and practices to enable Maryland students to compete in a global economy.

In February of this year, the Commission released its preliminary recommendations. This report excluded cost estimates but suggested that any new funding formula must be sufficient to finance universal pre-kindergarten for students of all incomes and provide more money for schools in low-income neighborhoods. Given BCF’s commitment to school readiness and the number of public-school students we aim to support who live in poverty, many in areas of concentrated poverty, this early signal from the Commission was well received.

I joined the staff in early May and immediately began working to understand and help position BCF’s advocacy efforts around the Commission’s work. Education is at the center of much of what we do as a foundation, and the Commission’s recommendations—and the subsequent policies and funding formulas—will have an enormous impact on our work.

To date, we have funded research that covers best practices in public education policy, including a close look at the impact of the Commission’s proposals on race equity and students living in high concentrations of poverty. We have also funded a comprehensive examination of possible funding scenarios that would adequately support the Commission’s recommendations.

BCF will use this research to inform our strategy moving forward as well as how we communicate with members of the state legislature and city officials. We will also share this research with advocacy organizations who are aligned with our efforts and provide them with funding to help ensure they are able to weigh in with their respective expertise and fully deploy their supporters.

In coordination with our advocacy partners, BCF will also create and implement a communications campaign that engages those who care deeply about the education of our public-school students. This will include taking a lead role in galvanizing members of the business community, including members of our board and donors, to help make the case for a world-class education for every public-school student.

Beginning in early November, BCF will host a page on its website where interested parties can view the Commission’s recommendations, the research reports discussed in this article and related briefs, testimonials from supporters, and related news coverage as the 2019 legislative session unfolds.
We live in an era of apps. Apps keep track of what we do and want to do in our daily lives. It's gotten to the point where you can wear a mini-Mayo Clinic on your wrist. And yet, there's no app to assist with charitable giving—determine the best uses for your donation, or measure its impact on the community. There's no app for finding your personal passion for philanthropy.

So, BCF is my charitable donation app. I use it myself and I recommend it to my clients as part of the financial planning process. I serve as the Financial Advisor to many high net-worth individuals and families. Most of them care deeply about the social problems that beset our city and region. They want to give back to the community to which they feel a strong and abiding commitment. As with their investment portfolios, they want to make smart and effective choices when it comes to investing their charitable contributions. Determining their personal charitable giving plan requires a team of experts. This is why I work with BCF.

BCF is my charitable donation app, but it's better than an app, because you can't get smart and considered advice from an app. An app doesn't ask you the right kind of questions that zero in on your goals. Plus, BCF is personal and specific to Baltimore. The recently announced impact investing program, "Invest for More", has been an added resource that BCF offers to donors.

My clients have experienced and enjoyed great success in their professional careers. They have impressive investment portfolios. Now, they want to use some of their wealth for good. They want to incorporate philanthropy into their financial planning and include their children, and grandchildren, in the conversation. They want to be educated and informed about how their charitable contributions can be best allocated towards their specific goals. This is why I work with BCF.

I think of BCF like a great dating app, but for charity—if there were any dating apps that were successful in making significant and consequential long-term and meaningful relationships.

Susan M. Hovanec, CFP® is a Senior Vice President - Financial Advisor, and Senior Portfolio Manager - Portfolio Focus, at RBC Wealth Management.

As an estates and trusts attorney, I have seen firsthand how gratifying it can be for people to work with BCF to establish a charitable legacy. Outside the office, singing the music of the Anglican Church, especially from the Renaissance, has long been one of my great loves. So when it came time to update my own estate plan, I found a way to bring my professional and personal lives into harmony. The Fund for Anglican Music, which will be created through my will, will help others know the pleasures of learning and performing the music that has meant so much to me.

Ready to think about your legacy? Contact Rosemary Calderalo by phone: 410-332-4171 or by email: rcalderalo@bcf.org, or visit www.baltimorelegacy.org.

Lee Carpenter

GUEST COLUMN

BCF: My Charitable Donation App – and More

Susan M. Hovanec, CFP®

BCF: My Charitable Donation App

Lee Carpenter

MY LEGACY