

HELENE GRADY

SUMMARY

Accomplished and trusted leader with deep experience across the public and non-profit sectors and a record of excellence in mission-driven executive, financial and operational management as well as policy development and execution. Strong propensity for recruiting, developing and managing diverse and high-performing teams. Significant organizational governance experience, with accountability to a board as a leader on the management team and experience as a board member, as well as extensive responsibility for investment management functions. Passion for civic engagement and supporting collaboration and partnership across sectors. Experience with providing public testimony and interacting with the media.

PROFESSIONAL EXPERIENCE

Grady Advisory LLC

Founder

10/25 - Present

Grady Advisory (GA) partners with mission-driven leaders to transform vision into measurable impact. Work alongside leaders at private nonprofit and government organizations to advise on strategic decisions, further progress on key priorities, and achieve operational and financial excellence that maximizes results for the stakeholders, clients and constituents they serve. Leverage core competencies in executive leadership development, budgeting and financial management, cross-organizational collaboration, research and data analysis, stakeholder engagement, and strategic communications to assist organizations with strategic planning and execution, organizational excellence, and internal and external stakeholder engagement.

State of Maryland

Secretary of Budget & Management

1/23 – 10/25

Appointed by Governor Moore with Senate advice and consent, led the development of the Governor's annual \$67 billion operating budget and \$3 billion annual Capital Improvement Program with a focus on furthering the Administration's key policy priorities while strengthening the State's financial position. Served as the Governor's principal advisor on fiscal matters and partnered with the State Comptroller and State Treasurer on revenue estimating and forecasting, authorizing appropriate levels of debt, overseeing the State Retirement and Pension System, and stewarding the State's bond rating. Oversaw human resources policy and administration for more than 42,000 State employees that comprise the State Personnel Management System, the health benefits program for more than 125,000 State employees and retirees and their dependents, the Office of the Statewide Equal Employment Opportunity Coordinator, and collective bargaining with all exclusive representatives for the Executive Branch. As a member of the Governor's cabinet, worked collaboratively across State government and with various stakeholders to further progress on the Governor's objectives.

Responsible for more than 330 employees within the Department of Budget and Management. Served on the Board of Trustees for the State Retirement and Pension System, the Board of Revenue Estimates, the Capital Debt Affordability Committee, the Commission on State Debt, Maryland Economic Council, Maryland Efficient Grant Application (MEGA) Council (Chair), the Governor's Cabinet, and various subcabinets.

Select team accomplishments included:

- Closed a historic projected State General Fund budget deficit of \$3.3 billion for FY2026 with more than \$2.5 billion in spending actions and \$1.2 billion in new revenues, leaving more than \$300 million in surplus fund balance and \$2.1 billion (8%) in the State's Rainy Day Fund. Accomplished

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this while ensuring that the majority of Marylanders (94%) either see an income tax decrease or no change in their income tax, with no increase to the general sales tax.

- Over three consecutive budgets, the Moore-Miller Administration realized significant investments in policy priorities including permanently extending the enhanced Earned Income Tax Credit (EITC) and expanding the Child Tax Credit (CTC), making approximately 40,000 families eligible for the CTC, through the Family Prosperity Act of 2023, with a budgeted \$171 million to support both initiatives; a 21% (+\$1.5 billion) increase in State funding for pre-K-12 education and 20% (+\$1.1 billion) increase in State funding for Medicaid; increased State funding for child care scholarships from \$59 million in FY2023 to more than \$400 million in FY2025, with the number of children participating increasing by 150 percent from 16,000 children to approximately 40,000 children over two years; increased funding for workforce development and economic growth initiatives; funding to launch two Governor's signature initiatives—Service Year Option and ENOUGH; and \$180 million in State funding for initiatives to support progress on climate goals.
- Increased capital investment for key priorities such as Baltimore's Vacants Reinvestment Initiative, with \$50 million in State capital funding annually, affordable housing, higher education and hospital facilities, public school construction, economic growth initiatives particularly at the Port of Baltimore, Baltimore Inner Harbor and Downtown, and in the Discovery District in College Park, reinvestment in Maryland's racetracks and surrounding neighborhoods; and historic funding for maintenance and renewal of State-owned facilities.
- Launched the Government Modernization Initiative in 2025, targeting \$50 million in savings in the first year through cost reductions within administrative operations such as fleet management, procurement, information technology, and real estate.
- Improved employee recruitment and retention, with the State executive branch vacancy rate declining steadily from 13.4% in January 2023 to 9.1% as of June 2025, even while authorized position counts increased. The State added a net 1,696 additional employees over the two years from 2023 through 2024 compared to losing a net -2,658 during the two years prior (2021 and 2022). Non-retirement separations were reduced by 30% in 2024 compared to two years earlier (2022).
- Effectively transitioned more than 50,000 Medicare-eligible retirees and dependents to Medicare Part D, resulting in annual cost savings of ~\$200 million and reduced liability for other post employment benefits of more than \$10 billion.
- Served as lead negotiator for four new memorandum of understanding with exclusive bargaining representatives from AFSCME, Maryland Professional Employees Council (MPEC, an AFT affiliate), AFT-Healthcare, and AFT-Maryland School for the Deaf in Fall 2023. Led negotiation of a new telework policy for all Executive Branch employees, and collaborated on resolution of an historic wage theft settlement with the Department of Public Safety and Correctional Services and the U.S. Department of Labor.
- Negotiated and introduced legislation to authorize a new FAMILI benefit program for State employees to be effective July 2026, through which State employees will be able to take up to 12 weeks leave at full pay for reasons such as welcoming a new child, caring for their own or a family member's serious health condition, or making arrangements for a family member's military deployment.
- Implemented the first Statewide workplace culture survey, with more than 20,000 employees responding (39% participation rate) and worked with State agencies to develop action plans to address key findings.

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- Collaborated in cross-agency efforts to support economic recovery from the Key Bridge collapse in spring of 2024, moving quickly to provide more than \$30 million in assistance payments to 410 businesses and 2,873 workers; the Administration's Worker Retention Program protected more than 3,000 jobs at risk of layoffs.

Johns Hopkins University (JHU)

Vice President, Chief Financial Officer and Treasurer

8/20 – 1/23

Vice President for Planning and Budget

11/12 – 8/20

Led integrated financial management for the University in fulfilling its research, teaching, clinical and service missions, ensured resource availability for advancing University strategic priorities and initiatives, oversaw the management of the investment program for the University's endowment and other assets, maintained the institution's high degree of responsible stewardship, and proactively managed compliance with external financial regulations as well as University finance policies. As a University officer and member of the President's cabinet, worked collaboratively across the University to support high-level strategic planning initiatives and other leadership priorities.

JHU is comprised of 10 academic and research divisions and numerous centers, institutes, and affiliated entities throughout the Baltimore-Washington area and abroad. As of 2022, JHU had an annual operating budget of \$7B and a \$3.8B five-year capital plan, with \$1.5B in total debt and more than 24,000 full-time employees.

Responsible for the Controller's Office, Office of Planning and Budget, Treasury, Procurement, and the Investment Office. Served as secretary to the Board of Trustees Committee on Finance and advised the Board on a range of financial matters. Seven direct reports with more than 200 full-time employees. Served as board member for Johns Hopkins HealthCare, LLC and Hopkins Health Advantage and as a member of the Finance Committee for East Baltimore Development, Inc.

Select team accomplishments included:

- Significantly strengthened the University's balance sheet and enhanced operating margin while furthering progress on key strategic priorities over ten years. Total net assets increased by 12% annually from \$4.5B in FY2011 to \$13.5B in FY2021. Operating cash grew by 11% annually from \$873M in FY2011 to \$2.6B by FY2021 while holding total debt flat at \$1.5B. Ratio of cash to operating expense doubled from 20% to 40% over ten years. Operating margin in FY2022 was the highest in 20 years.
- Built a ten-year integrated operating and capital forecast model with various planning scenarios and a management dashboard. The projection model informed leadership decision-making on a revised debt policy and a new operating cash investment policy and strategy aimed at optimizing University liquidity that was projected to yield more than \$100M in incremental revenue to the University annually within five years.
- Enhanced the racial/ethnic diversity of the University's central and divisional finance leadership from 17% minority representation in June 2020 (of 23 leaders) to 30% minority representation in June 2022 (of 23 leaders).
- Designed and executed several funding models to support key strategic initiatives, including expanded funding for undergraduate financial aid, increasing from \$77M in annual funding in FY2013 to \$165M projected by FY2023, pursuant to a historic endowment gift totaling \$1.8B; more than \$10M in incremental funding to support the creation of JH Technology Ventures, including its

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FastForward innovation hubs; and creation of a new Academic Investment Fund in 2014 that generated more than \$20M annually to support cross-University strategic and academic priorities.

- Developed financing and business plans to support several major capital projects, including collaboration with Johns Hopkins Health System for the first major new research building at the JHU School of Medicine in more than a decade (\$500M+ project), JHU's new Washington, DC campus facility located on Pennsylvania Avenue (\$700M+ project), a landmark Hopkins Student Center (\$240M project) and new Stavros Niarchos Foundation Agora Institute at JHU (\$130M project) on the Homewood Campus, and a new Bloomberg School of Public Health building on the East Baltimore Campus (\$370M project).
- Supported strategic community investments including projects such as 1812 Ashland Avenue (\$36M lease commitment by JHU) and Eager Park (\$14M project) within the portfolio of East Baltimore Development Inc.; \$19M historic renovation of the Parkway Theatre in Station North; various real estate ventures within Charles Village and Remington; and JHU's Live Near Your Work program.
- Launched HopkinsLocal and BLocal and partnered with Goldman Sachs, Bloomberg Philanthropies and other entities to establish the 10KSB program in Baltimore—all efforts that leveraged Hopkins' position as a significant anchor institution in Baltimore to create measurable economic opportunity for city residents. During the first three years of the HopkinsLocal program, the University and Health System hired more than 1,000 city residents from focus area zip codes into targeted positions and an additional \$54M was spent in targeted categories with local businesses for contractual services and supplies while 26 development plans were created with nonlocal suppliers to increase those companies' efforts to hire, procure, or invest in Baltimore. Additionally, more than 200 businesses from the Baltimore metro area participated with 10KSB over the first three years.
- Developed financial plans to support several initiatives linked to the University's Diversity Roadmap including an increase in JHU's minimum wage to \$15 per hour in 2021; directing an additional \$10M annually to expand tuition benefits for JHU employees interested in advancing their education; and the launch of the more than \$100M Vivien Thomas Scholars Initiative dedicated to nurturing, mentoring and connecting the exceptional diverse talent that exists at historically black colleges and universities and other minority serving institutions to STEM graduate education and future leadership in STEM careers.
- Established the University's Administrative Excellence Initiative, focused on improving the effectiveness of administrative functions that support JHU's mission. Projects under the initiative included a transformation of the procurement function in 2013 with estimated annualized savings of \$82M as of 2022 and the Student Services Excellence Initiative, launched in fall 2015 as a multi-year project to improve aspects of the student experience at key administrative touchpoints.

Johns Hopkins University School of Nursing

Associate Dean for Finance and Administration

3/10 – 10/12

Served as the chief financial and administrative officer for the JHU School of Nursing (SON), which was ranked 1st among nursing graduate programs by U.S. News & World Report and ranked 4th in research funding from the National Institutes of Health among schools of nursing (as of 2012). Responsibilities included: providing strategic leadership and oversight for the financial and administrative operations of the school; managing the school's \$40M annual operating budget, five-year financial plan, and capital budget; overseeing student billing, human resources, facility management, and research administration functions; and representing the school effectively with internal and external audiences.

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City of Baltimore, Department of Finance

Deputy Director of Finance

9/05 – 3/10

Principal Program Assessment Analyst

7/01 – 9/05

Oversaw the day-to-day operations of the Finance Department's bureaus of Budget and Management Research, Accounting and Payroll Services, Purchasing, Revenue Collections, Treasury Management, and the Office of Risk Management. The Department, with an annual operating budget of \$29M and more than 300 employees, had financial management responsibilities for the City of Baltimore's \$2.2B annual operating budget and \$2.6B in outstanding municipal debt (as of 2010).

Served as a member of the Administration's labor management oversight groups. Projects included assessing the impacts of wage and benefit proposals for the City's collective bargaining agreements, presenting the City's ability-to-pay argument for interest arbitration, and implementing a shift to Medicare Part D in order to reduce costs for prescription drugs for retirees and simultaneously reduce the City's liability for other post employment benefits. Various other responsibilities included serving as a panelist at the Mayor's regular CitiStat meetings with municipal operating departments; overseeing federal disaster reimbursement efforts for events such as the 2003 blizzard, Hurricane Isabel and Hurricane Katrina; and coordinating an interagency working group on tax sale reforms whose study resulted in 17 recommendations including changes to both State and City code, all of which were implemented. Select agency accomplishments include:

- Earned the City's first bond rating upgrade in more than a decade in 2007.
- Increased the City's General Fund Budget Stabilization Reserve (aka "Rainy Day Fund") from \$24.2M in 2000 to \$95.7M by 2009.
- Replaced the City's 40-year old management information systems including the payroll system and the financial system/general ledger and automated the City's manual purchasing process.
- Achieved significant service level and productivity improvements such as reductions in backlogs for processing property lien worksheets, procurement requests, and overpayment refunds; expansion of online payment functionality; creation of a coordinated call center for revenue collections; and development of performance dashboards for all major finance functions.
- Reduced Workers Compensation claims by 20 percent over six years.

Amtrak

Director of Finance-Budget

5/00 – 10/00

Oversaw production of the company's FY2001-2005 Strategic Business Plan, including a \$3B annual operating budget and a \$459M annual capital budget, established criteria for evaluating \$1.9B in requests for capital funding and coordinated the efforts of a corporate capital project evaluation committee.

City of Philadelphia, Office of Budget and Program Evaluation

Deputy Budget Director

8/99 – 4/00

Assistant Budget Director

7/96 – 8/99

Authored multiple sections of the City's annual Five-Year Financial Plans. Managed production of the Quarterly City Managers Report, a tool for monitoring the City's fund balance, adherence to the budget, service delivery performance, and implementation of management initiatives. Evaluated the performance of City departments by working with departmental managers to develop and report performance measures and overseeing the production of the annual Mayor's Report on City Services.

Various other responsibilities included: documenting the City's ability to fund pay raises for members of the Fraternal Order of Police pursuant to contract arbitration; developing strategies for implementing a variety of new homeless services initiatives in response to the City's historic Sidewalk Behavior

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Ordinance; and participating in a working group that analyzed the City's human services delivery system to identify potential areas for greater efficiency and effectiveness in light of State and federal welfare changes. Select budget and program evaluation accomplishments include:

- Increased the City's General Fund balance from \$118M as of 1996 to \$295M by 2000.
- Implemented incremental reductions in Philadelphia's wage tax and business privilege tax between 1996 and 2000 totaling \$108M annually in savings to citizens and businesses by 2000.
- Introduced the City's first annual citizen satisfaction survey in 1997 and incorporated the results in the annual Mayor's Report on City Services, designed to enhance transparency and public understanding of how City resources were allocated and the impact of services funded by the City.

Working Group on Welfare Reform, U.S. Department of Health and Human Services

Communications Assistant

6/93 – 8/94

Performed outreach to advocacy organizations on various aspects of welfare reform; coordinated public hearings among Working Group members, regional advocates, practitioners, academics, and current and former welfare recipients in five cities; catalogued state and local welfare-to-work initiatives and model programs; drafted talking points, testimony and correspondence for Administration officials, including President Clinton; and prepared the unveiling of President Clinton's Work and Responsibility Act in Kansas City, MO in June 1994.

EDUCATION

Harvard University, John F. Kennedy School of Government

Master in Public Policy, June 1996.

La Salle University

Bachelor of Arts, English and Urban Studies, 1993. *Maxima Cum Laude* and General University Honors. 1992 recipient of Harry S. Truman Foundation Scholarship.

CIVIC INVOLVEMENT

Catholic Charities of Baltimore , Board Member	2026 - Present
State of Maryland Capital Debt Affordability Committee , Governor's Appointee	2026 - Present
The Bryn Mawr School , Board Member	2019 - 2022
Mayor Brandon Scott's Finance Transition Team , Member	2020 - 2021
Baltimore Women's Giving Circle , Member	2017 - 2022
Catholic Charities of Baltimore , Co-chair of Annual Christmas Festival	2017 - 2018
College Savings Plans of Maryland , Board Vice Chair	2013 - 2016
Board Member	2009 - 2012
Maryland Health Care Commission , Commissioner	2011 - 2012
Baltimore Efficiency & Economy Foundation , Board Member	2010 - 2012
Baltimore City Innovation Fund Investment Committee , Chair	2011
Baltimore City Board of Elections , Election Judge	2006
Live Baltimore , City Life Ambassador and Trolley Tour Volunteer	2003 - 2005
Womens Way (Phila., PA) , Co-chair, Young Women's Initiative Advisory Committee	1997 - 2000
Philadelphia Cares , Volunteer and Member, Program Evaluation Committee	1997 - 1998