

**Leadership that  
works**

# **O'Malley Brown**

**for  
Maryland**

## **AN ACTION PLAN FOR MARYLAND FAMILIES**

**Blueprint for Change**

**Mayor Martin O'Malley  
& Delegate Anthony Brown**

**October 2006**



## Moving Maryland Forward

Maryland has always been a place where those who work hard and play by the rules could get ahead in life... and that's what we'll be again... but we'll need your help.

We need your voice to help spread our message of hope and opportunity at the kitchen table and across the backyard fence.

Because of the beliefs we share -- a belief in the dignity of every individual, a belief in the responsibility that each of us has to advance the common good, a belief in the unity of spirit and matter -- there are goals that all Marylanders share.

These are our goals:

- 1. To strengthen and grow our middle class and our family-owned businesses,**
- 2. To improve public safety and public education in every neighborhood of our state, and**
- 3. To expand the opportunities of learning, of earning, and of enjoying the health of the people we love and the land and water that we love for more people rather than fewer.**

These are our goals, and the choices our governor makes determine in many ways whether we make progress together towards our shared goals.

We ask you to join with us to make a better and stronger Maryland for our children today and their children tomorrow.

Martin O'Malley

Anthony Brown

- Principle 1:** We will make government work.
- Principle 2:** We will make government work more effectively.
- Principle 3:** We will make government work more effectively so it is more efficient.
- Principle 4:** We will fight to make **college education more affordable** for all Marylanders, so we can expand economic opportunity and build a more just society. We will invest in school construction – to get our children out of trailers. And we will invest in K-12 education – including fully funding Thornton to reduce class sizes and improve public schools.
- Principle 5:** We will roll-up our sleeves to **find the missing pieces of the health care puzzle in Maryland**, so that responsible businesses that choose to cover their employees' healthcare can afford to do so.
- Principle 6:** We must choose to make Maryland a leader in improving **public safety** and **homeland security** at the same time, reforming Maryland's failed criminal justice system, including the Departments of Juvenile Service, Parole and Probation, and Corrections.
- Principle 7:** We will **invest Open Space** dollars to purchase available land for conservation and public parks. We will make public decisions with world class scientists, as well as our watermen and farmers, so that we **begin to restore the health of the rivers and streams** that determine the health of our Bay.
- Principle 8:** We choose to harness the tremendous power of Maryland's diverse economy, brain-power and talent pool for continued prosperity for all of our citizens, including expanded **opportunities for minority and women-owned business**.
- Principle 9:** We choose to advance a **statewide vision for transportation**, including mass transit, so that Maryland's character determines the future of growth instead of allowing growth to determine Maryland's future character.
- Principle 10:** We will put the **public interest ahead of the special interests**, standing up to powerful interests when they seek to make excessive profits at the expense of consumers and the working people of our State.

For more information: [www.martinomalley.com](http://www.martinomalley.com)

# Make Government Work

**Principle 1:** We will make government work.

**Principle 2:** We will make government work more effectively.

**Principle 3:** We will make government work more effectively so it is more efficient.

## Goals for Making Government Accountable

Government's first job is to help make the lives of its people better – safer, more secure and hopeful about the future. Those charged with running Maryland's State Government must focus not on the old maxims of patronage or partisan politics, but the politics of performance. Every program, every worker and every action by State Government must be focused on getting results. We're all paying taxes for government and we think it should work.

Our approach builds upon groundbreaking work in Baltimore, and the award winning CitiStat system – which tracks daily the work of every major City Agency and service. As key information is gathered, programs and services are adjusted to improve their delivery. The O'Malley-Brown Administration will promote principles employed by America's best enterprises: efficient use of resources; responsive customer service; the promotion of competition; continuous reform of programs and services because of new market conditions; merit and performance based staffing; and on-the-job, 24/7 management.

## Paths to Progress

As Maryland's next Governor, Martin O'Malley will:

- ***Establish a StateStat Office and hold the first StateStat meetings within 30 days of assuming office.*** In 2000, Martin O'Malley convened Baltimore's first CitiStat meetings less than 60 days after the decision to launch the program.
- ***Initiate the StateStat system first in Juvenile Services, Human Resources, and Public Safety and Correctional Services.*** Collectively these three troubled, but critical agencies represent over \$3 billion in annual operating costs and more than 18,000 employees.
- ***Integrate all State agencies, and key systems co-managed by the State, including Maryland's educational system, into the StateStat process within six months.*** Within six months, other state agencies, such as the Maryland State Police, Departments of Education, Transportation, and Health and Mental Hygiene, which have a major impact on the daily lives of Marylanders, will also be participants in the StateStat process. Key services, such as the MVA, and multi-party systems, such as education, will have their performance scrutinized, tracked, and reported.



- ***Establish robust, internal “Stat” systems within each agency to allow even more fine-grained attention to real-time data.*** In Baltimore CitiStat’s ultimate success has been proven by its adoption by individual agencies as not only the chief elected official’s system for managing the government, but their own internal management system. Internal “Stat” systems, such as MVASat, MSPStat, and PortStat will be developed for day to day management of key state operations.
- ***Identify and publish key indicators for all State agencies.*** Like CitiStat, StateStat data reports will be published on the Internet and regularly updated to make the performance of all State government agencies fully transparent to the citizens of Maryland.



- ***Identify key Maryland area business organizations willing to contribute their expertise to a review of Maryland’s state government.*** Governor O’Malley will issue an Executive Order on his first day in office which will initiate an independent, private sector led, review of State Government, with its results reported transparently within six months. The recommendations of this effort will be independently tracked each year, comparable to the effort Mayor O’Malley has used with a review of City Government by the Greater Baltimore Committee and Presidents’ Roundtable.

# Improve Public Education and Make College Affordable

**Principle 4:** We will fight to make college education more affordable for all Marylanders, so we can expand economic opportunity and build a more just society. We will invest in school construction – to get our children out of trailers. And we will invest in K-12 funding to reduce class sizes and improve schools.

## Goals for Educational Opportunity

Marylanders have been hit with a 40% increase in college tuition over the last four years. We believe that we must return to building a world-class education system and ensuring opportunity for all Maryland children. We need to focus on giving students, teachers and parents the resources they need to succeed. The State must help our communities and families by ensuring that those resources are used effectively by eliminating bureaucracy and moving money into the classroom. We must also invest in early childhood education, where we can make a great difference for long-term educational success. Our economy and our society also demand that we ensure that the opportunities that a college education brings are affordable to all Maryland families.

## Paths to Progress

As Maryland's next Governor, Martin O'Malley will:

- **Build New Schools and Reduce Class Size.** We will dedicate funds based on the recommendations of the Kopp Commission's study on school construction, allowing us to upgrade existing facilities, build new schools and, in the process, reduce class size.
- **Fully Fund the Thornton Education Plan.** We will fully fund the entire Thornton Commission plan to improve K-12 education across Maryland, reduce the achievement gap, reduce class sizes and recruit and retain the quality teachers our children deserve.
- **Increase Accountability and Make Sure Education Dollars Are Spent in the Classroom.** We will increase the State's accountability of precious education dollars to ensure that more money goes into the classroom and not into bureaucracy and paperwork.
- **Recruit and Retain the Best Teachers.** We will increase teacher pensions and incentive programs to keep our most effective, veteran teachers on staff, and recruit young teachers, keep them in their fields of expertise, and revitalize teacher mentoring programs.
- **Give Families Relief from Soaring Tuition Costs.** We will provide public colleges and universities with enough funds that they can keep tuition low for Maryland students. State colleges and universities must

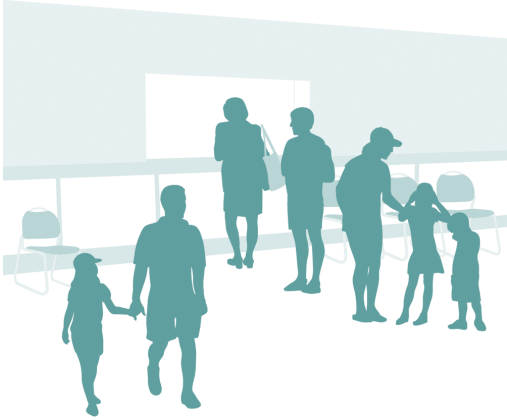


be accessible to our state's families, and O'Malley will work with college presidents to address funding issues.

- **Invest in Vocational and Technical Education and Life Long Education.** We believe that, in order for the State of Maryland to remain competitive in the 21<sup>st</sup> Century economy, we need to encourage and invest in life-long education and vocational and technical training for more Marylanders.
- **Promote Maryland's Community Colleges.** We will increase funding to Maryland's valuable community college system. Two years of college education have proven to double a person's lifetime earnings, and community colleges are crucial to creating the workforce that will drive Maryland forward in the coming decades.
- **Expand Access to College for Those Willing to Serve in Needed Areas.** We will open the doors of opportunity for deserving students and address Maryland's nursing shortage by recruiting and training the best nurses, and providing scholarships opportunities for students who agree to work as nurses.

# Make Health Care Affordable

**Principle 5:** We will roll-up our sleeves to find the missing pieces of the health care puzzle so that responsible businesses that choose to cover their employees' healthcare can afford to do so.



## Goals for Affordable Health Care

Today, more than 800,000 Marylanders are without health insurance. In the last six years, prescription drug costs have skyrocketed 40%. We believe access to health care should be a right – not a privilege. We share the goal of affordable health care for all Maryland. That’s why we have a forward-looking plan that will make significant strides to provide quality and affordable health care to all families at the state level. We believe that as long as senior citizens are forced to choose between medicine and rent; as long as families end up in the emergency room for routine illnesses because they have no other access to care; and as long as our neighbors are suffering due to a basic lack of care, we have a responsibility to do better.

## Paths to Progress

As Maryland’s next Governor, Martin O’Malley will:

- **Create a Health Care Insurance Pool for Small Businesses.** We will help small businesses – the number one source of insurance for Marylanders – make health insurance more widely available to their employees. We will use such means as tax credits and a statewide insurance purchasing pool in which small businesses can join together to negotiate lower rates in order to make health care insurance more affordable.
- **Expand Access to Health Care for Maryland Children Most In Need.** We will ensure that more Maryland children have access to health care by working to maximize potential coverage through the State Children’s Health Insurance Program (SCHIP).
- **Address Maryland’s Nursing Shortage.** We will address Maryland’s nursing shortage and help improve quality by creating incentives to recruit and retain the best nurses.
- **Make Prescription Drugs More Affordable.** We will make prescriptions more affordable and direct state agencies to help Medicare recipients navigate the confusing “Medicare Part D” plans.

- **Reform Medical Reporting to Reduce Medical Errors, Lower Costs and Save Lives.** We will improve the quality of health care and hold down costs by reducing medical errors in the treatment of patients, improving training of medical providers and increasing the use of information technology.
- **Reduce Disparities in Minority Health Care.** We will actively work to reduce disparities in minority health care, including increasing funding for community health centers and promoting programs that target conditions that disproportionately affect minority communities such as childhood asthma.
- **Increase Access to Care in Rural Communities.** We will dedicate more state resources to increasing access to care for rural communities, including programs that place nurses and providers in underserved communities.
- **Restore Cuts to Assisted Living and Invest in Long Term Care Insurance.** We will restore the funding cuts by the Ehrlich administration to assisted living programs and will ensure assisted living facilities in Maryland have adequate support.

# Make Public Safety & Homeland Security A Real Priority

**Principle 6:** We will choose to make Maryland a leader in improving public safety and homeland security at the same time.

## Goals for a Safer, More Secure Maryland

We believe making our neighborhoods more secure is a goal that every Marylander shares. Improving public safety – everywhere in Maryland – is an absolute must if we are to realize the full potential of our state’s promise. We believe that we should bring police and neighbors together to fight crime. But, local police departments, churches, community groups and parents can only do so much against our common enemies of drug addiction and violent crime. The state government needs to take responsibility as a partner and get back into the fight against crime. Maryland needs leadership that works to protect Maryland families and neighborhoods.

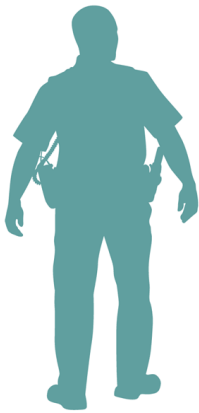


## Paths to Progress

As Maryland’s next Governor, Martin O’Malley will:

- **Increase Supervision and Tracking of Violent Parolees.** We will strengthen Maryland’s weak Department of Parole and Probation. In the last four years, more than a dozen parolees have been released who subsequently committed murder. We will work to abolish parole for violent offenders and make sure that repeat offenders will be strictly supervised, by well-trained officers with the most modern technical support and training who work in tandem on the streets with local police departments. We will also work to recruit new state correctional officers and ensure veteran officers receive the pay they deserve.
- **Crack Down on Sexual Predators and Enhance The Amber Alert System.** We will crack down on sexual predators with tough, new penalties for offenders, increase tracking efforts of offenders including the use of GPS devices to monitor their whereabouts at all times, and better inform the public when offenders enter their neighborhood.
- **Double Assistance to Counties for Violent Crime Prevention and Improved Performance of Law Enforcement.** We will double the violent crime grants and technical assistance to every county that chooses to enhance public safety through performance-measured policing and other proven technology enhancements.

- **Reform Maryland’s Ineffective Juvenile Justice System.** We will significantly reform Maryland’s ineffective juvenile justice system with earlier intervention, a more streamlined system and better collaboration with local governments who have the best shot at providing the services needed to turn around young lives.
- **Reduce Violent Crime By Expanding Drug Treatment Options.** We will expand drug treatment options across the continuum of care for those in the criminal justice system and for the uninsured. Study after study has proven that increased access to drug treatment can help eliminate many of the causes of violent crime.
- **Reduce the Number of Repeat Offenders by Improving Maryland’s Workforce Re-entry Programs.** We will improve our workforce re-entry programs in order to better prepare the 8,000 people each year who leave prison with nothing but a bag of old clothes and hopelessness. In the long-run, we must focus more on pre-release efforts that line up housing and job interviews to reduce crime and costs to society while also ensuring that we better monitor and track parolees.



- **Crack Down on Surges in Crystal Meth, Vehicle Theft And Other Emerging Crime Patterns.** We will act quickly – either through legislative or executive means – to help communities address new or evolving crime patterns. Many of Maryland’s neighborhoods have been touched by crime waves involving crystal methamphetamines, gang violence or vehicle theft. By quickly giving police and prosecutors the resources they need to tackle these problems before they become epidemics, we will improve public safety for everyone.
- **Fight the Scourge of Gang Violence with a Comprehensive Anti-Gang Strategy.** We will develop and introduce legislation that puts in place a comprehensive anti-gang strategy for Maryland. This measure will give law enforcement the tools they need to fight the scourge of gang violence by defining criminal gang membership and prohibiting it in the State of

Maryland. The O’Malley strategy also would require the Maryland State Police to maintain a registry of convicted known gang members and make that registry accessible to local law enforcement, judges, prosecutors, court commissioners, and corrections officials. We will work with other states to develop interstate compacts to share this gang registry data to remove the gang members’ anonymity and give our region’s law enforcement professionals the information they need to protect us.



# A 21<sup>st</sup> Century Plan for the Environment

**Principle 7:** We will invest Open Space dollars to purchase available land for conservation and public parks. We will make public decisions with the world class scientists, as well as our watermen and farmers so that we begin to restore the health of the rivers and streams that determine the health of our Bay.

## Goals for a Cleaner Maryland and a Revitalized Chesapeake Bay

Maryland's environment is one of our state's greatest treasures, and preserving our finest natural resource – the Chesapeake Bay – must be a top priority if we are to leave our children an environment they can enjoy. Today, more than 40% of the Bay is an environmental “dead zone”. Individual cities and counties can only control the environment within their borders, but so many of our environmental problems require regional solutions that only a strong, forward-looking state government can implement. We will immediately work to protect our environment with leadership that works for a cleaner, healthier Maryland.



## Paths to Progress

As Maryland's next Governor, Martin O'Malley will:

- **Implement an Environmental Bill of Rights for Maryland's Families.** We believe every Maryland family has the right to enjoy a clean, safe environment, and we will use five key principles when making environmental decisions. We believe Maryland's families have:
  - The right to breathe clean air
  - The right to drink clean water
  - The right to a cleaner and healthier Chesapeake Bay
  - The right of every child to be safe from the debilitating hazard of lead poisoning
  - The right to enjoy the parks, playgrounds and open spaces that belong to Marylanders
- **Institute and Enforce the *Healthy Air Act*.** We understand that air quality has fallen dramatically in Maryland, and we fully supports the *Healthy Air Act*, which will reduce the levels of Nitrogen Oxide, Sulfur Dioxide, Mercury, and Carbon Dioxide in Maryland's air – pollutants that have been linked to birth defects and dead zones in the Chesapeake Bay.
- **Fully Fund Lead Paint Poisoning Prevention Programs.** We will promote a safe environment both inside and outside our homes, schools and workplaces, and will fully fund the much needed state lead poisoning programs.
- **Restore Cuts to Maryland's Successful Program Open Space.** We will undo the damage done by the current administration and will restore the cuts to Program Open Space to preserve Maryland's valuable parklands and nature reserves and refuges.

- **Reduce Sprawl and Over-Development.** We will work for initiatives that promote growth in a more thoughtful manner. We will work to ensure that families spend more time together and less time in traffic. We will also work to preserve open space and oppose unreasonable developments that threaten the Bay.
- **Institute BayStat -- A New Tool to Monitor and Gauge the Health of the Chesapeake.** We will use the techniques gleaned from Baltimore's successful CitiStat program to bring accountability and responsiveness to the state's work in improving the health of the Bay.
- **Create New Tax Credits To Protect Vanishing Farmland.** We will create new tax credits to protect Maryland's vanishing farms and will increase funding to programs to reward farmers for planting cover crops and creating buffer zones.

# Jobs and Economic Development

**Principle 8:** We choose to harness the tremendous power of Maryland's diverse economy, brainpower and talent pool to expand opportunity for all of our citizens, including minority and women-owned business.

## Goals for Creating Better, Higher Paying Jobs in Maryland

We want a state where all families are treated with fairness when it comes to job security, good wages, and real benefits. Their vision is for Maryland to become a state in which those who have been left behind have real access to quality jobs so they can meet their fullest potential, and where those who work hard and play by the rules always have the opportunity to get ahead.

They know that in order to keep our economy strong, our government must act responsibly in how it spends taxpayer money and promotes strong educational and other pro-job policies. We need visionary leadership that works to create better, higher paying jobs for Maryland.



## Paths to Progress

As Maryland's next Governor, Martin O'Malley will:

- **Help Small Businesses Pay for Health Care, Reduce Red Tape and Create Jobs.** We believe small businesses are Maryland's economic engine. These businesses create the most new jobs and are often generated by entrepreneurs who start their own businesses. By reducing the cost of health care and the amount of paper work, we will help small businesses create jobs and expand our economy.
- **Create a Highly Trained Workforce and Expand Educational Opportunity for All Marylanders.** We will fully fund the Thornton Education Plan and will make a college education more affordable so that Maryland children have the tools to succeed in the 21<sup>st</sup> Century economy. We will work to make Maryland a state where those who have been left behind have access to quality education and jobs so that they can meet their full potential.
- **Focus on Workforce Development and Partnerships with Community Colleges.** We know that for Maryland to be competitive in the 21<sup>st</sup> Century, the state must invest in community colleges and workforce development. By creating new incentives for public-private partnerships with community colleges and by providing focus for our business leaders to promote workforce development, Maryland can take an active role in shaping its future.
- **Expand Minority and Women Owned Businesses.** We will actively encourage more growth in Maryland's minority and women owned businesses. We will fulfill commitments in state contract spending and will be an advocate for expanding minority and women owned businesses in Maryland.

- **Create New Economic Opportunities in Homeland Security, Biotechnology, Information Technology, Environmental Technology, and Defense.** We believe that Maryland must be an active part of the global economy to create the new higher-paying jobs of the future. We will utilize Maryland’s current resources in research, high-tech, and biotech industries to make our economy more creative and more productive. With the right leadership, we believe Maryland can become the worldwide leader in “weapons of mass salvation” to cure diseases, building upon the first-rate facilities and minds that already exist in the state. With Maryland gaining even more military personnel and missions, we will work with the communities across the State to attract well-paying defense-related jobs with good benefits.
- **Establish A Federal Facilities/BRAC Czar and Complimentary Strategy.** Maryland has a unique opportunity to be America’s center of innovation because of its 50 federal installations, including flagship facilities like NIH, FDA, NOAA, NASA-Goddard and 13 military installations. For that reason, Martin O’Malley will establish a one stop shop process to make sure state policies and resources are targeted to capitalizing upon the presence of this Maryland Research Diamond.



- **Protect Existing Manufacturing Jobs and Recruit New Industries to Maryland.** We will work to protect our vital manufacturing and industrial base and be responsive to Marylanders who are worried about losing their jobs. O’Malley will protect the existing manufacturing jobs in Maryland while attracting new jobs with good pay and benefits.
- **Open New Markets for Maryland Businesses.** We will work to expand international markets for Maryland-made goods including agriculture, technology and manufactured items.
- **Preserve Maryland’s Farming and Fishing Industries.** We will preserve Maryland’s essential farming and fishing

economies that are critical to our state’s well being by expanding our sources of renewable energy like bio-diesel and ethanol, greatly increasing cover crop programs, and increased investments in agricultural-based technologies.

- **Increase Tourism and Protect the Bay.** We will utilize Maryland’s resources and history to increase the number of tourists visiting Maryland for vacation and eco-tourism each year. We pledge to use Maryland’s tourism dollars and destinations throughout our state. We will protect the state’s most valuable resource, the Chesapeake Bay, to ensure that it can be enjoyed for generations to come.



# Transportation: Ending Gridlock on the Highways

**Principle 9:** We choose to advance a statewide vision for transportation, including mass transit, so that Maryland's character determines the future of growth instead of allowing growth to determine Maryland's future character.

## PART ONE: ENDING MARYLAND'S TRAFFIC GRIDLOCK

### Goals and Values for Ending Maryland's Traffic Gridlock

We believe that good transportation planning is the key to attracting new jobs, maintaining a high quality of life, protecting the environment and ensuring the health of neighborhoods and our residents. They believe that Maryland should help families spend more time together and less time in traffic, and that the solution to our transportation challenges lies in a comprehensive approach which includes smart growth, mass transit, and careful expansion of roadways. One road or one rail line will not solve the state's transportation needs. Instead, we should use the best combination of all transportation options to end the state's traffic gridlock nightmares.



### Paths to Progress

As Maryland's next Governor, Martin O'Malley will:

- **Invest in Transit Across Maryland to Decrease Gridlock.** We will invest in mass transit options to allow more Marylanders to use light rail, buses and Metro rails as an alternative to cars. Expanding subway and rail in the Baltimore and Washington areas can reduce traffic on our roads. That is why the Mayor supports the Washington Metro Purple Line expansion and the Red and Green Lines for Metropolitan Baltimore. We will also study MARC and METRO expansion, including connecting the Washington Metro to BWI, into new areas in order to stay ahead of future traffic dilemmas.
- **End Raids on the State's Transportation Trust Fund.** We will end the raiding of Maryland's Transportation Trust Fund, ensuring that money meant for transportation will be used on our highest transportation priorities, instead of being diverted away. We will also ensure localities have the ability to make their own smart transportation investments.

- **Promote Smarter Long Term Planning and Growth to Manage Development.** We will restore Bob Ehrlich’s cuts to the Office of Smart Growth and will direct the Department of Planning to ensure Maryland grows in smarter ways that depend less upon new highways and increased traffic. We will promote smart growth initiatives such as live-work-play communities, hiker/biker trails and urban redevelopment, all of which will reduce gridlock.
- **Increase Telecommuting to Reduce Traffic.** We will encourage businesses to make use of telecommuting and other innovative planning measures to allow employees to spend less time and money commuting to work.
- **Invest in the new Maryland Workforce Housing Block Grant Program created by the General Assembly during the past legislative session.** The program provides flexible funds to local governments for the creation of affordable and workforce rental and homeownership housing opportunities. State funds committed to the program must be matched by local governments, thereby doubling the investment in workforce and affordable housing.
- **Work with local governments to reduce barriers to development in appropriate areas and strengthen community based planning so that growth and development is reflective of and embraces community goals.** Building from local assets and areas of strength such as transit stops, employment centers, malls, and town squares that can support additional growth and development so that state and local taxes are working to strengthen our communities.
- **Working with local governments to encourage mixed-use and transit-oriented development to link housing, jobs, and transit.** Such developments reduce vehicle travel and encourage both pedestrian and alternative transportation options. Transit investments should be guided by and aligned with local commitments to transit-oriented development.



# Government for the People

**Principle 10:** We will put the public interest ahead of the special interests, standing up to powerful interests when they seek to make excessive profits at the expense of consumers and the working people of our State.

## Goals for a Public Interest Minded Government

Maryland families, seniors on fixed incomes and small business owners face a middle class squeeze – skyrocketing college tuition and health care costs, and volatile energy price spikes. We believe that Government should do everything possible to fight the special interests that seek to enrich themselves on the backs of working people. That is why we, working with the General Assembly, successfully led the fight to stop the Maryland Public Service Commission (PSC) from allowing a 72% price hike in home energy costs to help finance a merger between two big energy companies whose top executives stood to make tens of millions of dollars. Maryland’s next Governor must be an advocate for the people – not corporate energy profits. The O’Malley Administration will ensure that consumers get a fair shake when dealing with energy monopolies and will guarantee transparency and accountability in the regulatory system.



## Paths to Progress

- **Provide Immediate Relief for Our Families.** We will create a “Shock Absorber” for Our Families to Keep Energy Affordable. Any system should ensure an adequate supply of power, affordable rates for consumers and a fair rate of return for producers. To accomplish these goals, we will work with the General Assembly and other parties to limit energy rates to just and reasonable levels this July. The rates will then be capped at this level until competent, independent regulators can examine them and ensure Marylanders only pay rates that reflect the true costs of electricity, not rates artificially created in a monopoly market.

- **Replace PSC Members: Install Advocate for Consumers in Negotiations.** We will support measures that will immediately get new, independent, competent regulators on the job –replacing the existing industry-dominated PSC.
- **End the Revolving Door Between the PSC, the Energy Industry and Lobbyists.** One of the greatest problems facing the PSC is the revolving door between high-level energy industry executives, special interest lobbyists, and Commission members. As a result, the Commission designed to be a *watchdog* over the special interests, is now a *lapdog* for them. We will close the revolving door by requiring at least a two-year waiting period between the time any official from an industry that has business before the Commission can become eligible for appointment to the PSC. We will also require a two-year waiting period for all departing Commission members and high-level staff members before they are permitted to lobby or represent a client before the PSC.
- **Stop Political Cronyism and Return Professionals to the PSC.** We will end the pervasive practice of firing qualified technical professionals from the PSC only to replace them with political cronies, campaign staff, and political loyalists.
- **Increase Openness and Transparency in All PSC Meetings and Dealings.** The current culture of secret meetings and communications in making key decisions between PSC commissioners and lobbyists only weakens the public’s trust in the PSC. We will require PSC members and high-level staff to file detailed quarterly reports disclosing all contacts and interactions with industry representatives.
- **Appoint a People’s Counsel Who Will Put Maryland Families First.** In Maryland, the People’s Counsel is meant to be the leading advocate for the public in all issues before the PSC. However, as the recent 72% rate hike clearly shows, there is no longer a strong advocate for the people in this office. We will appoint a strong advocate for the people that will not buckle to big business pressure. We will push to give the Office of the Peoples Counsel the tools they need to be an effective advocate.
- **Re-Establish Oversight Over Utility Monopolies.** Despite the hopes for greater competition, utility companies have a monopoly over the local energy market to the detriment of Maryland families, seniors and small businesses. If the market cannot support true competition, the state must actively oversee these monopolies – especially when they supply basic needs. In order to better ensure more affordable energy prices, we will bring electricity rates back under tight regulatory oversight.
- **Compel a Legitimate Review of the Pending Merger.** In the short term, we will support a moratorium on the pending merger to provide greater leverage for Marylanders in negotiating lower energy costs. We also support the right of the state to approve the proposed merger. Approval should only be given if there is a clear public interest with demonstrable ratepayer benefits. In so doing we will help give the people of Maryland greater bargaining power in their negotiations with BGE to offset the imminent rate hikes.
- **Require Reliable and Safe Service.** We will prohibit utilities from transferring their profits to parent holding companies or affiliates unless these companies 1) maintain high standards of reliable service; 2) meet high standards of restoration of service during disaster and weather related outages and 3) ensure the financial integrity of the utility.

- **Force the Promotion of Stable and Affordable Rates for Consumers.** Currently, most of our energy supply is tied up in short-term contracts that are subject to the wild swings of the energy market. We will change the power procurement laws to allow utilities to engage in longer-term planning and purchasing to better insulate ratepayers from market fluctuations and stabilize utility bills. Long-term plans will include the ability of utilities to enter into long-term supply contracts and invest in energy usage reduction programs.
- **Crack Down on Gasoline Price Gouging in Maryland & Increase Penalties.** We will introduce legislation to crack down on the despicable practice of gasoline price gouging. As we saw during the tragedies of Katrina and Rita, some irresponsible businesses made the decision to capitalize on the gas shortage by charging customers outrageous and inflated prices. We will create a toll-free hotline that Marylanders can call to get a sense of what they should be paying at the pump and to report possible price gouging, work with the Attorney General's office to enhance monitoring, and increase the penalties for price gouging.



## Moving Forward: Maryland Families First

Maryland and its people are enormously resourceful. They are among the best educated, the hardest working, and most patriotic citizens in America. Our State is a center of innovation and progress, with a rich collection of natural resources from the Allegheny Mountains in the West to the Chesapeake Bay that connects Maryland's Western and Eastern Shores to the Atlantic Ocean. For generations, it has been a place where those who work hard and play by the rules could get ahead – for themselves and their children.

We know today, however, that Maryland families have to work harder just to stay in place. They face an economic squeeze from spiraling health care costs, skyrocketing college tuition, and rising energy prices. They worry that we are not doing enough to recruit the best teachers and principals for our schools, and not doing everything we can to reduce class sizes and make K-12 education the best foundation for lifelong learning. They grow more frustrated daily with gridlock on our roads that diminishes their quality of life, because it takes away precious hours from their home life.

We are running for Governor and Lieutenant Governor of this great State to tackle the daily challenges that Maryland's working families face. We will fight daily to strengthen and grow our middle class and our family owned businesses. We will fight to improve public safety and public education in every part of our state. We will work to improve the health of our fellow citizens and move aggressively to improve the health of the environment – including the Bay – so it can be enjoyed by future generations.

For the last year, we have traveled to every part of our great State to talk about the need for change in State government and the plan we will take to Annapolis to help Maryland families have a brighter future. We have embodied our plan of action into 10 key points that will be the central themes of our Administration. We ask you to join us in this fight for Maryland's future. Together, we can build a bright future – where our schools perform better, college tuition and health care is more affordable, our economic progress sustainable, and gridlock on our highways reduced.

Martin O'Malley

Anthony Brown