
FIGHTING FOR FAMILIES



The O'Malley-Brown
2-YEAR STATUS REPORT

January, 2009

Moving Maryland Forward

Two years ago, Lt. Governor Brown and I stood on the steps of the State House in Annapolis and made a commitment to the people of Maryland. We promised, with your help, to return our State government to the everyday citizens of our State, and to make our government work again for our middle class families, rather than the powerful, special, corporate interests, which in recent years had come to dominate politics in Annapolis.

In the days that have followed, time and again we've come together as One Maryland to face our challenges head on. In these challenging times for our nation, we've chosen together in Maryland to protect our priorities and build a better future for our children and theirs.

And now as we face a national recession, we will not turn back on the progress we have made to fight for and expand opportunities for our middle class families.

We will not turn back on the progress we are making in our public schools. Progress that has made Maryland's public education system the very best in the nation, progress that has made college education more affordable in our State, and progress that has allowed us to move forward with the most ambitious environmental agenda in twenty years.

No matter what we will protect these priorities – because fighting for and providing opportunities for our middle class families is not only the best way to get our economy back on track, it's just the right thing to do.

Working together, we will continue to be guided by the goals that we all share and the values that unite us:

1. To strengthen and grow our middle class, family owned businesses and farms;
2. To improve public safety and public education in every part of our State; and
3. To expand opportunity to more Marylanders rather than fewer.

As we look across our shared horizon, we are committed to continuing our work with all of you on behalf of our middle class families, to build upon our progress, and to build the stronger future for ourselves and our children that all of us prefer.

We firmly believe that our tomorrows will be better than today, because working together we are making it so. We hope you will continue to join us....

Sincerely,

Governor Martin O'Malley

Lt. Governor Anthony Brown

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.*

The O'Malley-Brown Administration has implemented a nationally recognized performance evaluation management system, ensuring that government – once again – works for the people it serves.

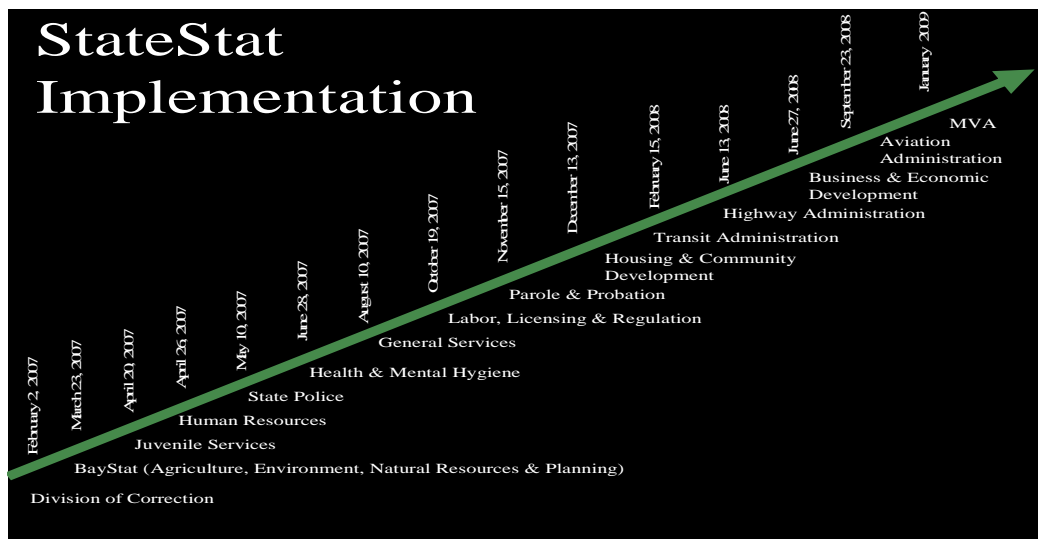
✿ Established StateStat, calling upon the four basic tenants to make our state government more accountable and more efficient:

1. Accurate and timely intelligence shared by all,
2. Rapid deployment of resources,
3. Effective tactics and strategies, and
4. Relentless follow up and assessment

PATHS TO PROGRESS

Establish a StateStat Office and hold the first StateStat meetings within 30 days of assuming office

- Just 16 days after being sworn in, the O'Malley-Brown Administration held the first StateStat meeting with the Department of Public Safety and Correctional Services. Since then, it has become a national model for performance-based government.
- Currently, 14 State agencies participate in the StateStat process, demonstrating swift and effective implementation to all corners of State government.



Initiate the StateStat system first in Juvenile Services, Human Resources, and Public Safety and Correctional Services

- The Departments of Public Safety and Correctional Services, Juvenile Services, and Human Resources were the first to participate. The discussions at StateStat meetings are driven by the data that has populated the agency's StateStat template and analysis provided by the StateStat team.
- In addition to engaging these critical agencies, StateStat intently focused on the declining health of the Chesapeake Bay, creating BayStat. For the first time, Maryland's environmental agencies, The Department of Agriculture, The Department of the Environment, and The Department of Natural Resources were joined by the Department of Planning for this dynamic process.

Integrate all State agencies, and key systems co-managed by the State, including Maryland's educational system, into the StateStat process within six months

- Bringing new agencies into the process is very deliberative and is based on a thorough assessment rooted in functionality and need.
- To date, StateStat monitors progress at 14 of the 20 State Departments focusing on those agencies with the largest budgets, most employees and the most impact on the daily lives of Maryland's families.
- In some cases multiple agencies are brought together in the Stat forum to address areas that are co-managed. For example, the Maryland State Department of Education regularly participates in the Department of Public Safety and Correctional Services (DPSCS) StateStat meetings. This integration of oversight allows the Governor's staff to track progress in DPSCS schools.

Establish robust, internal "Stat" systems within each agency to allow even more fine-grained attention to real-time data

- Each agency is encouraged to integrate the StateStat approach in their internal management and operations. Internal Stats take place at the agencies during the weeks they are not participating in the Governor's StateStat meeting.
- Managers use the data that is collected through the StateStat process on a day-to-day basis to make management decisions, allocate limited agency resources, develop policy, and drive performance.

Identify and publish key indicators for all State agencies

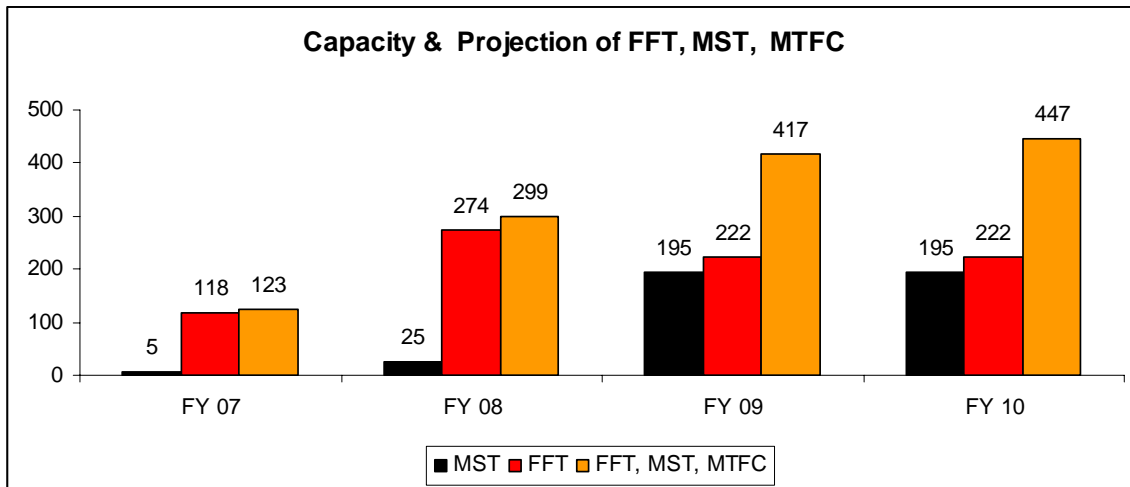
- As part of our commitment to an open and transparent state government, each month the StateStat website is updated with the most current agency data where Marylanders can readily access our progress, goals, and the challenges that remain.

Identify key Maryland area business organizations willing to contribute their expertise to a review of Maryland's state government

- As part of the O'Malley-Brown Transition process, teams were assembled for each State agency to conduct an independent review of state government and make recommendations.
- StateStat incorporates these recommendations into their analysis and their tracking mechanism, and each agency has continued to update participants from their respective transition teams on the progress they are making. This progress is regularly reported to the Governor.
- In addition, the O'Malley-Brown Administration has conducted a thorough review each state agency's budget that has resulted in more the \$2.2 billion in reduced spending.
- In the interest of maintaining transparent government, The O'Malley-Brown Transition reports for each agency are available on the Governor's website.

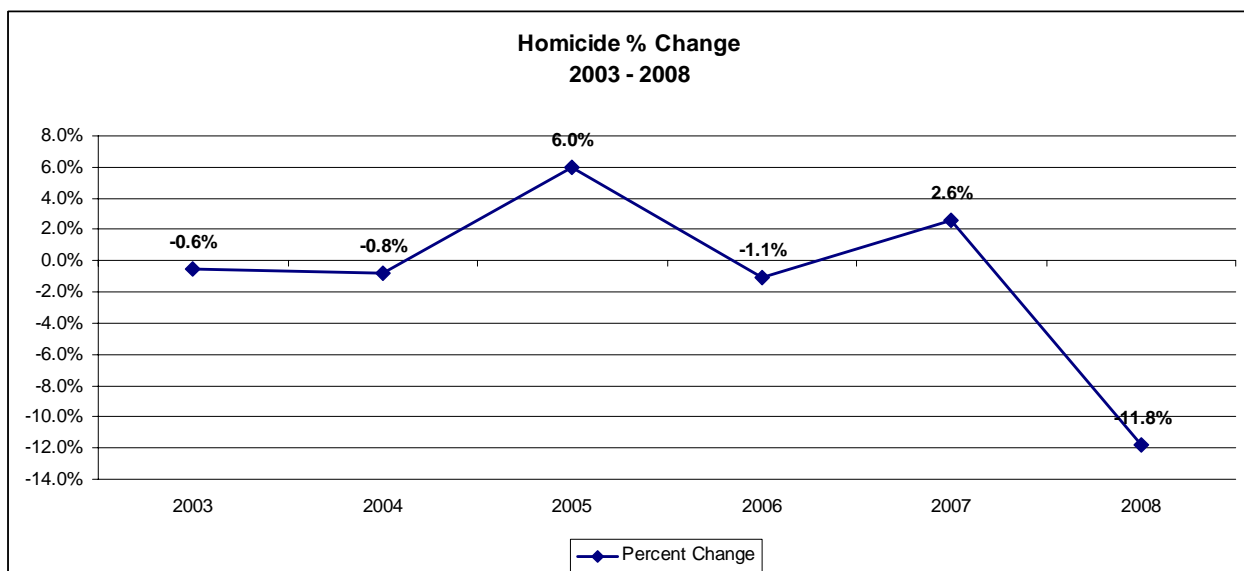
KEY STATESTAT HIGHLIGHTS

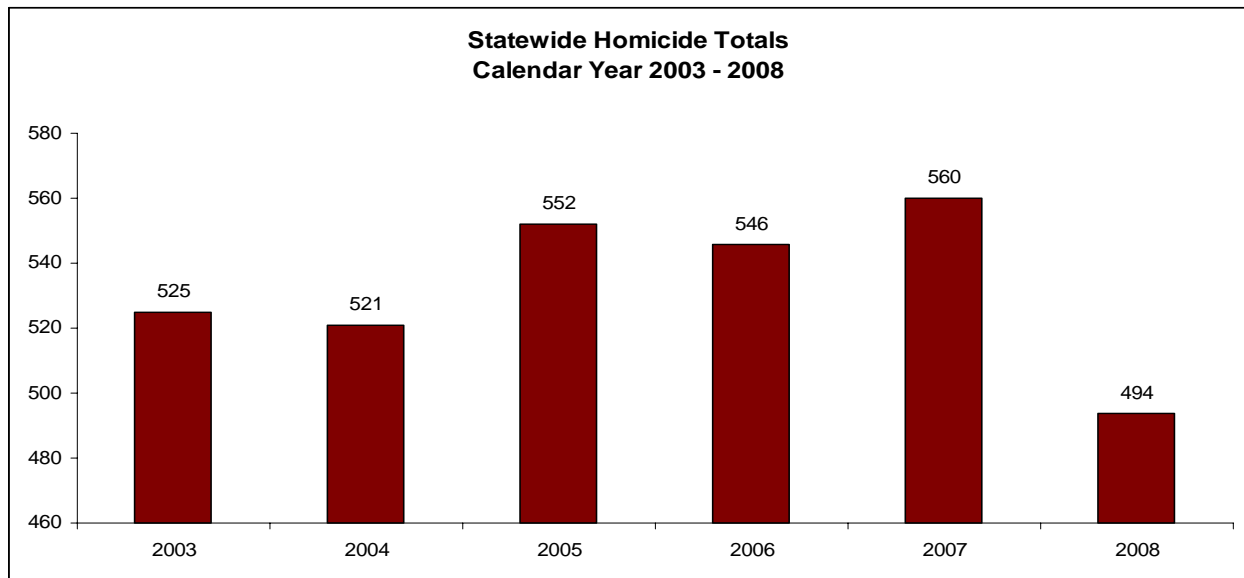
- ✿ **Closure of the House of Corrections at Jessup** was one of the first major StateStat accomplishments. The closure will not only end a legacy of violence but will also save state taxpayers millions in overtime and operating expenses.
- ✿ **Consolidation of the State's Print Shops** occurred after a careful review, StateStat determined that there were several State-operated Print Shops that were not being used at capacity and in turn were costing the State more money to operate - an expense that was not being off set by the value of their production. As a result, several print shops were consolidated or closed at substantial savings to the State.
- ✿ **Reduction of the State's Vehicle Fleet** came after a comprehensive review by StateStat, including recommendations for the reduction in fleet size, determined many State vehicles were not necessary to the core mission of the agency or office in which they operated. Since the beginning of StateStat the fleet has been reduced by 229 vehicles at a savings of nearly \$1.8 million.
- ✿ After years of problematic operations, the **Department of Juvenile Services closed the Thomas O'Farrell Youth Center** at a savings of \$1.5 Million. A large portion of the dollars saved from this closure have been reinvested in Evidence Based Practices, an efficient treatment methodology that has been proven to help children and families, reduce recidivism rates, and improve public safety.



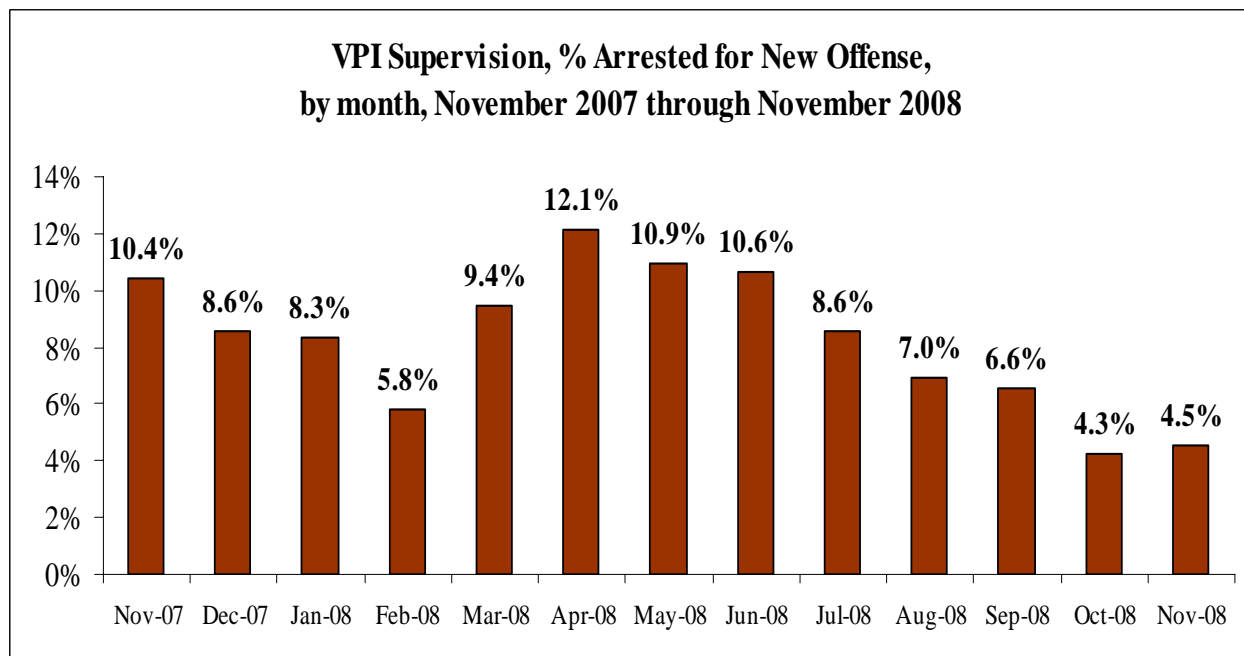
- ✿ With a rising homicide rate and an increase in juvenile crime, StateStat worked with Maryland’s public safety agencies to **increase accountability** for both adult and juvenile offenders and **reduce violence**. The creation of the Violence Prevention Initiative (VPI) infused a record level of accountability for Maryland’s most dangerous criminal offenders. Resources were identified and deployed to create the State’s first GPS offender tracking capacity. In addition to containment, juvenile offenders in the VPI are subjected to comprehensive interventions addressing both criminogenic and social needs.

- ✿ StateStat has helped **Maryland’s Public Safety agencies achieve unprecedented efficiencies**, including the eradication of siloed operations and an open line of communication that has been between agencies that has never occurred at current levels. For the first time the Department of Public Safety and Correctional Services, the Department of Juvenile Services and police from across the State are sharing important offender information. This information sharing has led to increased identification and intervention in gang activity, increased ability to serve warrants, and an increase in overall offender accountability. As a result of these combined efforts, 2008 marked the largest one-year reduction in the number of homicides since 1997.



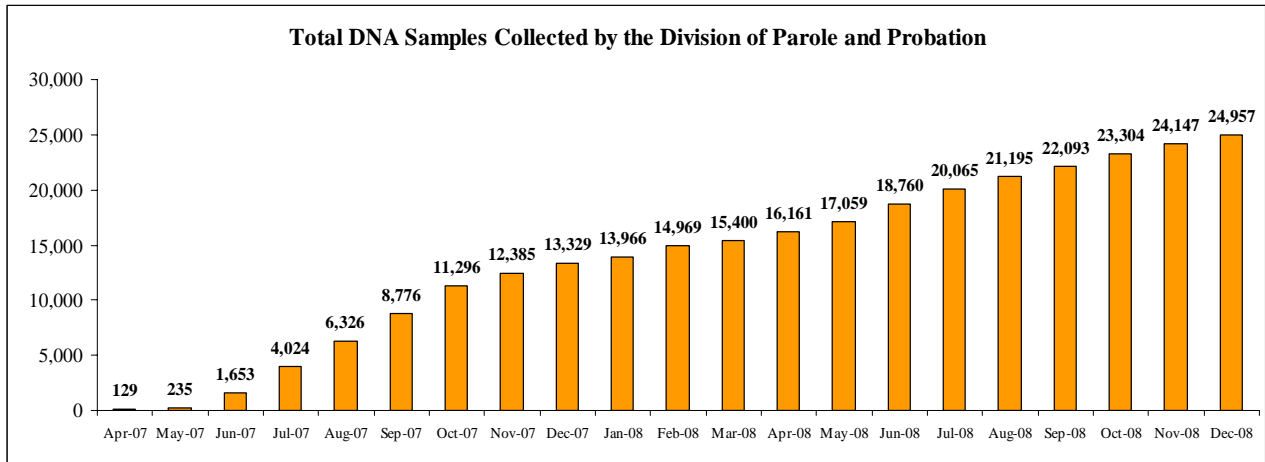


The following chart demonstrates the reduction in arrests dangerous offenders supervised in the Violence Prevention Initiative.

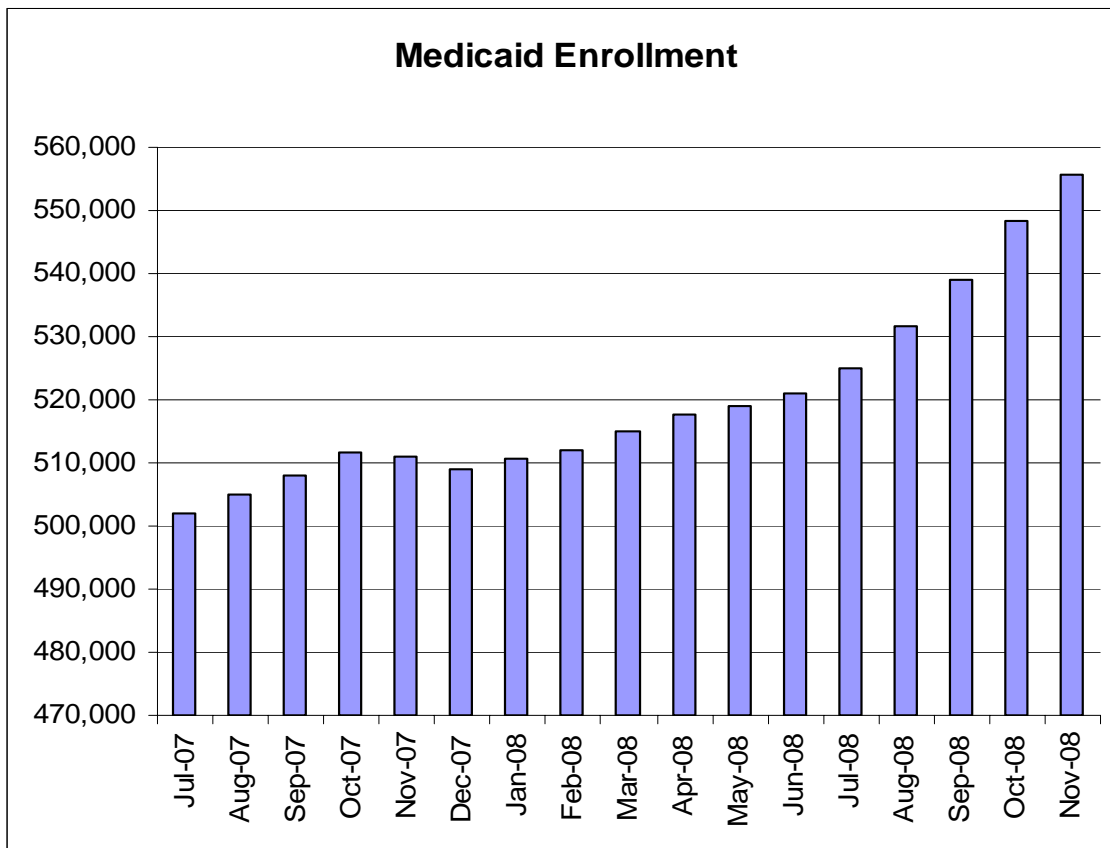


✿ Through the relentless follow up of the StateStat process and the dedication of the State Police, within one year, Maryland **completed analysis of a backlog of 24,300 DNA samples from convicted offenders** that had sat on the shelves of the State Police laboratory. In addition, The Department of Public Safety and Correction Services trained over 600 employees to collect DNA samples resulting in the enormous increase in samples collected demonstrated in the chart below. In addition to the thousands of unanalyzed

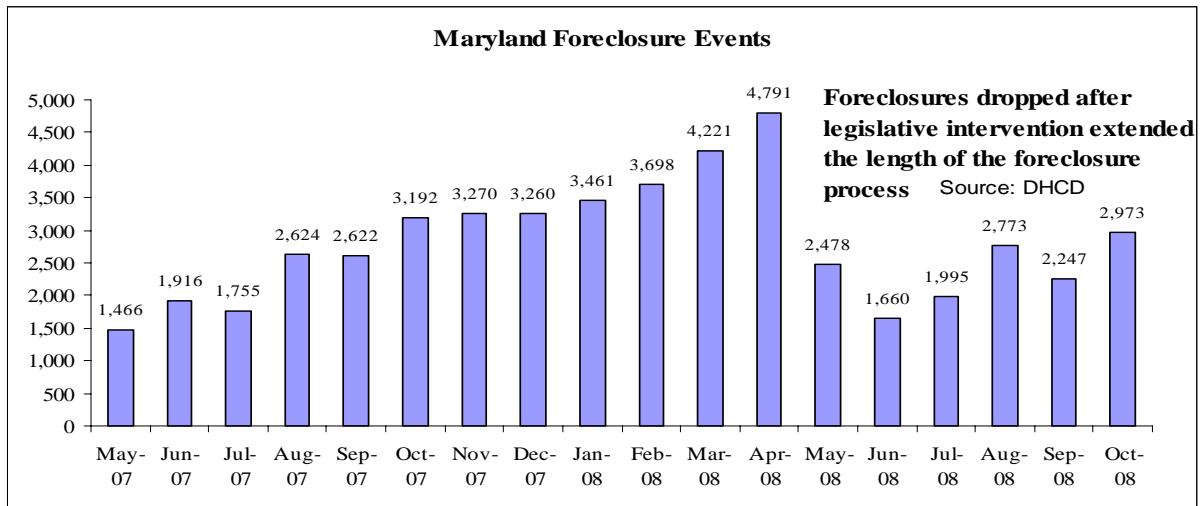
samples, there were an estimated 15,000 parolees and probationers that went un-sampled from 2004 to 2006 in spite of a state law that specified eligible offenders to be sampled upon intake to a state prison.



✿ The O'Malley Brown Administration proposed and enacted landmark legislation to **expand health care benefits to more than 125,000 working class Marylanders**. Tracked by StateStat, the Department of Health and Mental Hygiene has worked very hard to expand affordable healthcare to all eligible Marylanders, to parents of Medicaid eligible children and to employees of small businesses. The chart below demonstrates the increase in Medicaid enrollment during the past 16 Months.

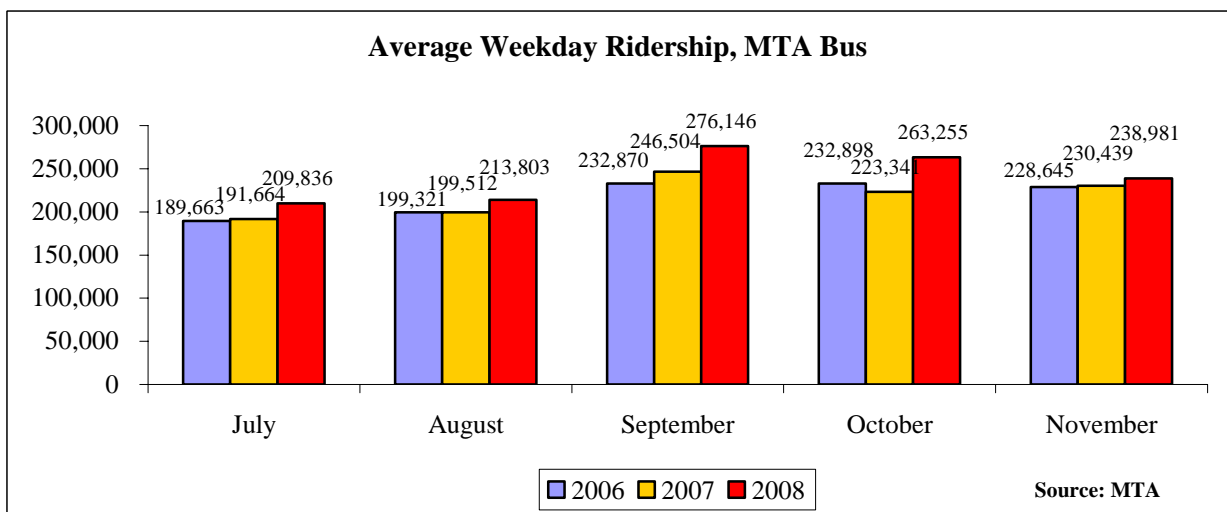


- ✿ The O'Malley-Brown Administration supported the **enactment of emergency legislation to protect Maryland families from unfair and fraudulent foreclosure**, lengthening the foreclosure process from 15 days to 150 days, creating a comprehensive mortgage fraud statute and banning foreclosure rescue transactions. The effects of the legislation were felt immediately as the number of foreclosure in the Stat dropped significantly as demonstrated in the chart below.



- ✿ Plagued by a troubled history of health and safety concerns, the **Rosewood Center will shut its doors by June 2009** to the benefit of Maryland's Developmentally Disabled community. The move includes a comprehensive plan to transition more than 130 patients into more appropriate residential settings in the community, and was achieved after careful analysis as part of the StateStat process.

- ✿ The Maryland Transit Administration has **achieved increased ridership** on its nearly 50 Local Bus lines throughout Central Maryland. Approximately 65% of MTA's average weekday ridership comes from its fixed-route bus service. As the following chart demonstrates, average weekday ridership for September increased by 12% in 2008 compared to 2007 and by 18.6% compared to 2006.



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.*

The O'Malley Brown Administration has made historic investments in education, even in difficult economic times. Providing the infrastructure, world-class instruction, and technology needed to succeed will prepare Maryland's young people for the demands of the 21st century, knowledge-based economy.

- ✿ Provided an historic \$5.3 billion in funding for Maryland's public K-12 schools in FY09 and proposed \$5.4 billion for FY10.
- ✿ Tripled school construction money to \$741 million by 2008 to close temporary learning shacks and open new state-of-the-art facilities.
- ✿ Froze tuition for the 3rd consecutive year at Maryland's public four-year colleges and universities allowing more Marylanders to achieve their dream of an affordable, world-class college education.

PATHS TO PROGRESS

Build New Schools and Reduce Class Size

- In just two years time the O'Malley-Brown Administration has nearly tripled funding for new school construction and renovations across Maryland totaling \$741 million.
- As a result, temporary learning shacks around the State are now closing, being replaced by new classrooms with green design and state-of-the-art technology in order to give our children the best possible tools to achieve excellence in an ever-changing world.

Fully Fund the Thornton Education Plan

- Despite a challenging national economic climate, the O'Malley-Brown Administration provided a record \$5.3 billion for K-12 education.
- Governor O'Malley became the first Governor to actually fund the Geographic Cost of Education Index portion of the Thornton Act to sustain the improvements in school and student achievement made over the past several years.

Increase Accountability and Make Sure Education Dollars Are Spent in the Classroom

- Governor O'Malley established a strict culture of accountability beginning with a number of appointments made to the State Board of Education with a strong combined record of accountability.
- The Administration continues to work with local school districts to help design their comprehensive master plans that set academic priorities and goals aimed at improving achievement for all students and ending achievement gaps among our diverse students.

Recruit and Retain the Best Teachers

- The O'Malley-Brown Administration launched the first in a series of regular statewide surveys of educators on their teaching environments. This survey puts firsthand information from our educators about teaching conditions and learning conditions in our schools so that our schools and districts can make informed decisions about what actions can have the greatest impact in classrooms across Maryland.
- Because good principals work as teacher magnets, the O'Malley-Brown Administration created the Principals Task Force to support the leadership within Maryland schools so that they can create institutions of excellence where students and teachers alike can thrive.
- Even during difficult times, each of Governor O'Malley's budget proposals provides for full funding of teacher pensions at recommended levels.

Give Families Relief from Soaring Tuition Costs

- The O'Malley-Brown Administration has frozen in-state tuition at Maryland's four-year public colleges and universities for three consecutive years, moving Maryland from the 6th most expensive tuition in the nation to the 16th.
- Additionally, the Administration established the Higher Education Investment Fund as a dedicated funding source for higher education – the first of its kind in the history of Maryland – to keep college affordable, meet critical capital needs, and helps create and maintain our world-class workforce that is so vitally important to Maryland's economy.

Invest in Vocational and Technical Education and Life Long Education

- The O'Malley-Brown Administration established a P-20 Council to ensure that our curriculum from Pre-Kindergarten classrooms to graduate schools in Maryland are aligned in a way that prepares students to move smoothly through different stages of education into the workforce.
- Governor O'Malley and Lt. Governor Brown created the Science, Technology, and Engineering (STEM) Task Force to ensure that our students have the skill that they need to succeed in the 21st century so that our State can support a nationally preeminent and globally competitive knowledge-based economy in Maryland.

- The Administration also created a Career and Technology Education (CTE) Task Force to expand access to opportunities that provide specialized training and apprenticeships and prepare our students for careers or higher education in disciplines in which we anticipate critical workforce shortages including health care, consumer services, and biotechnology.
- Recognizing that adult education is a unique challenge, Governor O'Malley signed legislation to better align adult education programs with Maryland workforce programs to increase access for adult learners to employment and career opportunities, especially in fields with current or anticipated workforce shortages.

Promote Maryland's Community Colleges

- Funding to Maryland community colleges increased by nearly 40% since taking office.
- Over \$81 million in capital funding has been provided to community colleges – more than has ever been provided in a single year – to build vital new facilities across Maryland. This means more libraries, classrooms, arts and sciences facilities, technical training space, and science labs to help students learn and gain valuable job skills.

Expand Access to College for Those Willing to Serve in Needed Areas

- Because Maryland will face shortages in many key industry sectors in the coming years, the Governor's Workforce Investment Board was charged with identifying key workforce shortage areas and formed innovative partnerships with public school systems.
- Through STEM and CTE initiatives, as well as our universities and community colleges, this Workforce Investment Board was tasked with directly addressing the coming workforce shortages in fields like nursing, education, biotech, and construction.

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*

The O'Malley-Brown Administration has made steady progress to expand quality, affordable health coverage to 100,000 more Marylanders, recognizing that access to healthcare is a right, not a privilege.

- ✿ Maryland was the only State to enact a significant health care expansion in the last year.
- ✿ Closed the Medicare prescription drug coverage “donut hole” for seniors.
- ✿ Expanded dental care to low-income children through Deamonte Driver Dental Project.
- ✿ Passed the Clean Indoor Act, prohibiting smoking in most public indoor areas and improving the health of all Marylanders.

PATHS TO PROGRESS

Create a Health Care Insurance Pool for Small Businesses

- Governor O'Malley signed the Working Families and Small Business Health Coverage Act, providing health insurance to 100,000 more Marylanders including the creation of a unique public-private partnership, the Maryland Health Insurance Partnership, for employees of small businesses.
- In 2008, the O'Malley-Brown Administration expanded healthcare for low-income families through the Medical Assistance for Families Act. Already 20,000 parents have enrolled.
- The Maryland Health Insurance Partnership is helping small businesses with the cost of health care for their employees. This new initiative makes health insurance a feasible option for these small businesses by lowering the cost of health coverage through a partnership among the state, small employers and employees.

Expand Access to Health Care for Maryland Children Most in Need

- Through Medicaid and the Maryland Children's Health Insurance Program, Maryland now provides healthcare to 440,000 children.
- Maryland has implemented one of the best known strategies to reaching children, providing health insurance to entire families through the Medical Assistance for Families Initiative. Most of the parents

who have become eligible under the new Medical Assistance for Families initiative have children who are now enrolled as well.

- The O'Malley-Brown Administration recently launched an awareness initiative to reach out to all those eligible for SCHIP and Medical Assistance for Families to ensure they are aware of eligibility and access options. The Kids First Act takes this effort even farther, making Maryland the first state to gather health insurance information through tax returns and use that information to best target outreach to families who need health care.
- In 2007, Maryland joined other states in filing a law suit challenging a CMS policy that would have eliminated coverage for children in families with incomes between 250-300% of the federal poverty level.
- The O'Malley-Brown Administration provided funding to raise reimbursement rates for dentists treating Medicaid children and provided funding to initiate and expand dental services in underserved areas in the State, allowing low-income children to receive the dental care they need.
- The Administration also streamlined the way low-income children will get dental care by creating a single dental vendor under the Medicaid and MCHP programs.

Address Maryland's Nursing Shortage

- Maryland is a leader in creative funding for nursing education initiatives. Through Maryland's hospital rate setting system, almost \$20 million is provided annually to the Nursing Support Programs (NSP) to address the nursing workforce.
- In October 2008, the Maryland Higher Education Commission and Health Services Cost Review Commission issued a call for proposals for Nurse Support Program II Competitive Institutional Grants. This unique partnership between Maryland hospital rate setting system, Maryland hospitals and higher education institutions implements projects to increase the nurse training capacity.
- The State Board of Nursing is further developing new policies to recognize distance learning credits. A new regulation will allow foreign trained nurses to work provisionally in Maryland while they complete specific courses that may have been missing in their training program.
- The Department of Labor Licensing and Regulation is spearheading a pilot program that provides \$200,000 to help foreign trained nurses to get credentialed to work in their area of expertise.

Make Prescription Drugs More Affordable

- Governor O'Malley supported and signed a law to protect Maryland seniors by helping to close the coverage gap known as the "donut hole" in the federal government's Medicare Part D prescription drug program. The bill requires the Senior Prescription Drug Assistance Program to subsidize seniors who are subject to the donut hole, pending the availability of funds. Partnerships with a number of healthcare providers will provide the annual funds for this program.
- The O'Malley-Brown Administration created the Maryland Health Quality and Cost Council, addressing healthcare cost and quality important to sustainability of health reform and quality care.

Reform Medical Reporting to Reduce Medical Errors, Lower Costs and Save Lives

- Maryland now participates in a new the Centers for Medicare & Medicaid Services (CMS) electronic EHR demonstration project, helping physicians adopt of electronic health records, which can reduce medical errors and improve quality of care.
- Two Maryland projects were provided \$250 million in planning funds to support the development of a statewide health information exchange. The best ideas from the two planning groups will be merged together and funded to begin development.

Reduce Disparities in Minority Health Care

- Maryland is providing leadership, working with health care providers, community leaders and policy makers to closely monitor the effect of health disparities on health outcomes and identify strategies for reducing inequities.
- \$250,000 was provided to support Baltimore City and Prince George's County Health Department's collaboration with local projects to reduce disparities in cardiovascular disease and infant mortality.
- With \$200,000 of support, Maryland initiated a Prostate Cancer Screening Pilot project in Charles County to address the high rate of prostate cancer deaths among African Americans in the County.
- Maryland has responded to its high rate of infant mortality through the increased funding by \$3 million for the Babies Born Health Initiative which emphasizes prevention and quality improvement.

Increase Access to Care in Rural Communities

- Maryland has created and supported dental clinics in rural areas such as Allegany, Calvert, Charles, Carroll, Frederick, Harford, Kent, Queen Anne's, Wicomico and Worcester counties.
- The new Maryland Commitment to Veterans, which assists veterans returning from Iraqi and Afghanistan access needed behavioral health services, has four regional offices, including offices in Easton, LaPlata and Hagerstown.
- Maryland initiated a Prostate Cancer Screening Pilot project in Charles County to address the high rate of prostate cancer deaths among African Americans in the County.
- The Health Care Access and Reimbursement Task Force, established by legislation championed by the O'Malley-Brown Administration, is recommending strategies to improve access to primary care physicians in rural areas by expanding loan forgiveness programs.
- The O'Malley-Brown Administration provided over \$550,000 in funding annually to the Eastern Shore and Western Maryland Area Health Education Centers. These centers provide support to health professional students interested in rural healthcare experiences, continuing education services, and health awareness activities in rural areas.

- In FY 2008, these centers held 82 continuing education events with 4,629 participants, had 394 clinical education participants, and held health awareness activities for 6,220 K-12 students.

Restore Cuts to Assisted Living and Invest in Long Term Care Insurance

- In 2008, Maryland issued regulations establishing the Long-Term Care Partnership, helping Marylanders responsibly plan for their long term care needs by allowing them to purchase private long term care insurance in a way that won't later disqualify them for Medicaid coverage when those insurance benefits are exhausted.

Make Public Safety & Homeland Security a Real Priority

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

The O'Malley-Brown Administration has made real and steady progress to protect the State's most solemn obligation to its citizens: protecting and defending the safety of our families.

- ✿ For the first time ever, Maryland tracks and monitors the most dangerous offenders through the Violence Prevention Initiative.
- ✿ Maryland has expanded the capacity to serve delinquent youth and their families in Evidence Based Programs, which are proven to reduce recidivism, strengthen families and save money.
- ✿ The O'Malley-Brown Administration made drug and alcohol treatment a central priority, investing more than \$184 million in treatment, which represents an increase of over \$27 million, or 17%, compared to four years ago.

PATHS TO PROGRESS

Increase Supervision and Tracking of Violent Parolees:

- The O'Malley-Brown Administration is working hard to reform the Department of Pubic Safety and Correctional Services' Division of Parole and Probation. A hallmark of this reform is the Department's Violence Prevention Initiative (VPI).
- For the first time, the state is using clearly articulated criterion to identify the most dangerous offenders contemplating an array of factors from the age of offender to the seriousness of their criminal histories.
- The State has opened the door to unprecedented coordination between State agencies, staff, and local law enforcement, evidenced in the State's newly acquired capacity to supervise offenders based on real time intelligence. In addition, the State now enjoys a broad relationship with our partners in neighboring jurisdictions in an effort to patrol dangerous offenders as they attempt to take advantage of Maryland's fluid borders with Virginia and Washington DC.

Crack Down on Sexual Predators and Enhance the Amber Alert System

- The O'Malley-Brown Administration has upgraded Maryland's Sex Offender Registry to include an alert to interested residents when a sex offender is moving to their neighborhood, and added fields to the registry to include offender's e-mail addresses, online identifications, and instant messaging identities.

- The Administration has also upgraded the mapping capacity for the online registry allowing visitors to map offenders in their neighborhoods or in proximity to their homes.
- The State is starting to utilize GPS tracking for the most dangerous offenders in January of 2009, the 11 sexually violent predators in Maryland will be the first subjected to this intense supervision.

Double Assistance to Counties for Violent Crime Prevention and Improved Performance of Law Enforcement:

- Total grants from the Governor’s Office of Crime Control and Prevention (GOCCP) increased from 471 grants totaling \$32,370,393 in 2006 to 612 grants totaling \$99,186,568 in 2008. This represents a 30% increase in the number of grants made with a 209% increase in grant funding to local law enforcement.
- The increase in fiscal support has enabled localities to create e-citation systems, install CCTV systems, strengthen and replace outdated record management systems and aid in support reforms to law enforcement technology statewide.

Reform Maryland’s Ineffective Juvenile Justice System:

- Under the O’Malley-Brown Administration, the Victor Cullen Center was renovated in record time in an effort to divert youth from going out of state to expensive and less effective placements.
- The average amount of time a youth spends waiting to go to placement has reduced significantly under the O’Malley-Brown Administration, creating a safer environment in the state’s detention facilities.
- The O’Malley-Brown Administration has expanded the State’s capacity to serve delinquent youth and their families in Evidence Based Programs that are proven to reduce recidivism, strengthen families and save money.
- Through collaborating with Baltimore County in a first of its kind compact for services that are aimed at serving youth in the community, the O’Malley-Brown Administration achieved savings derived from the use of this program which are then shared between the State and the supporting locality.

Reduce Violent Crime by Expanding Drug Treatment Options:

- The O’Malley-Brown Administration has made drug and alcohol treatment a central priority, investing more than \$184 million in treatment, which represents an increase of over \$27 million, or 17%, compared to four years ago.
- In 2008, Governor O’Malley issued an executive order reinstating the Maryland State Drug and Alcohol Council (DAAC). The DAAC prepares and annually updates a two-year plan that establishes priorities and strategies for the organization, delivery and funding of state drug and alcohol abuse prevention, intervention and treatment services

- The O'Malley-Brown Administration supports the work of the local drug and alcohol abuse councils through annual surveys of all federal and state resources used to fund substance abuse prevention, intervention and treatment services.
- The O'Malley-Brown Administration facilitates improved linkages of the court, criminal justice and correctional systems with existing drug and alcohol abuse services.

Reduce the Number of Repeat Offenders by Improving Maryland's Workforce Re-entry Programs:

- Upon being sworn into office in January of 2007, Governor O'Malley learned that up to 25% of the drug treatment slots in the Division of Correction were going unfilled. Today, slot utilization is now near 100%. The number of available treatment slots has been expanded by 33%. Successful program completions by inmates have increased by 148%.
- In 2008, the O'Malley-Brown Administration introduced and the General Assembly passed legislation to increase the number of inmates getting HIV tests. The number of tests given has nearly doubled since implementation in summer of 2008. Since then, inmate HIV testing statewide has increased by 196%
- A task force on correctional education, headed by the Commissioner of Correction, was convened in early 2008. This task force focuses on ways to expand the availability of coursework, create more class space within facilities, and increase the number of college-level offerings.
- Maryland Correctional Enterprises (MCE) has achieved record inmate employment levels in FY 2008. By the end of FY 2008, MCE had increased its number of inmates employed by 25%. MCE offers inmates valuable job training and income to help with their transition back to the community.
- In 2007, the Division of Correction changed its release policy to release inmates nearer to families and services. In addition, DPSCS increased offender participation in public works and service programs emphasizing community connection.

Crack Down on Surges in Crystal Meth, Vehicle Theft And Other Emerging Crime Patterns:

- The O'Malley-Brown Administration developed and implemented a "ComStat on Demand" program which brings free data to any local policing agency that requests it. Local online mapping is available at no charge to local law enforcement and specialized maps can be prepared for them within 48 hours of request.
- In addition, the O'Malley-Brown Administration has conducted numerous trainings for local law enforcement on DNA use and collection, crime analysis, effective community partnerships and regional information sharing.
- The O'Malley-Brown Administration created a Law Enforcement Dashboard, creating a user-friendly information portal through which law enforcement officers can access information on offenders contained in a variety of separate systems and databases to support their intelligence based policing efforts.

- The O'Malley-Brown Administration established first of its kind Gun Trafficking Task Forces in Baltimore City and Prince George's County to ensure all of Maryland's gun laws are being enforced and to target known gun traffickers and offenders through multi-agency collaborative efforts

Fight the Scourge of Gang Violence with a Comprehensive Anti-Gang Strategy:

- For the first time ever, there is going to be consistent training provided across the State in conjunction with standards approved by the Maryland Police and Correctional Training Commissions on gang identification and intelligence collection.
- The O'Malley-Brown Administration provided \$700,000 in grant funding to local detention centers to build gang databases that would enable this information to pass seamlessly from local to state prisoner facilities.

In addition to reforming Maryland's public safety operations, the O'Malley-Brown Administration has made real and significant progress to the State's homeland security and emergency preparedness operations, including:

- The creation of Maryland's first-ever Communications Interoperability Office, signaling the beginning stages of the first interoperable communications systems among state and local public safety and first responder agencies in Maryland history.
- Replacement of obsolete X-ray technology with new digital systems for Maryland bomb squads, in addition to a coordinated development with local bomb squads of a system to centrally track responses and equipment needs.
- Identification and purchase of a baseline set of personal protective equipment for all patrol officers in the Maryland's five largest law enforcement agencies—the Maryland State Police and Transit, Transportation Authority, Natural Resources and General Services Police.
- Replacement of the obsolete State Police Tactical Team armored response vehicle with WMD-response equipped armored vehicle (BEARCAT).
- Purchased stockpiles of antiviral medications to protect Maryland's state and local first responders, health care workers and critical infrastructure sector as well as critical anti-viral medications to protect Marylanders in the event of a pandemic.
- Working in partnership with Washington, DC and the Commonwealth of Virginia identified more than \$3 million in shared DHS grant funding to build out a regional radiation detection network.
- Established Maryland's Critical Infrastructure Protection Program as Maryland's tool for cataloging and managing critical infrastructure and key resource vulnerability information.
- Increased the number of Maryland Emergency Management Agency (MEMA) training courses offered in 2008 from 2007 by over 26%, providing over 30 more training courses in 2008.
- Increased emergency preparedness exercised by 54% from 2007.

- Built out new closed-circuit surveillance systems throughout the Maryland's critical infrastructure network including new systems in MD Transit Administration facilities, BWI, MVA facilities, Port of Baltimore Public Terminals, and MTA transit vehicles, and expansion of existing systems for Maryland's bridges, tunnels, and roads, and completed installation of a new Video Surveillance System at the.
- Increased data sharing among hospitals through a new system, which will provide a better public health data-sharing dashboard and include data directly from local EMS dispatch systems to provide real time data on medic unit locations.
- Overhaul of the State Emergency Operations Plan, a review of all other plans currently in place at MEMA, and the coordination of Maryland's local, state, and regional evacuation and shelter plans.
- Mapped and entered into MEGIN, the State's emergency management GIS system, hospitals, police, and fires stations, correctional facilities, schools, airport, 911 call centers, medical facilities, power facilities, nursing homes, and other key sites.
- A majority of the local 911 centers are now connected to the State's PSINet microware network as are multiple state agencies providing backup communications and redundancy.
- Completed a new State Emergency Alert System (EAS) plan in coordination with private broadcasters and emergency management.
- Received a "near perfect score" on security at the Port of Baltimore from the US Coast Guard, a marked improvement from a similar exam in 2005 that identified major deficiencies, including sleeping guards and unmanned posts. The Port's November 2008 assessment cited a variety of improvements including the port's improved response to security breaches.
- Dramatically upgraded physical security at the Port through the use of enhanced patrols and new technology ranging from "intelligent" close-circuit television to cyberlocks. Physical security at the Port has been dramatically enhanced through the construction of a new surveillance system utilizing "smart camera" technology to detect intrusion and unauthorized movement.
- Access control at the Port has also been dramatically improved, including the use of new technology such as "cyber locks" on key gates and entryways, which centrally track when and by whom they are opened. In contrast, a *Baltimore Sun* audit of the Port's security in 2005 criticized the Port for the use of "wooden block" decoy cameras and multiple long-standing holes in the Port's perimeter fences. Fences are now patrolled for breaks daily.
- Implemented the new federal requirements for Transportation Worker Identification Credentials (TWIC cards) ahead of schedule and in a manner that increased security at the Port while creating a manageable transition for the Port's workforce.
- Maryland Transit Administration and the Maryland Transportation Authority police departments signed MOU's with 26 jurisdictions for law enforcement training, exercising, and response to the MARC Commuter Rail Service.

A 21st 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.*

The O'Malley-Brown Administration understands that a new, technology and science-driven, coordinated partnership with our cities and towns is required in order to protect our most precious lands, and clean the waters of our national treasure, the Chesapeake Bay and its waterways.

- ✿ Preserved over 17,000 acres through Program Open Space.
- ✿ Launched BayStat, a valuable tool used to monitor and gauge the health of the Chesapeake Bay and its tributaries.
- ✿ Established the Chesapeake Bay 2010 Trust Fund to monitor the health of our bays using the best scientific data available and coordinate cleanup efforts to the most ecologically fragile land preservation and waterway cleanup efforts.
- ✿ Launched GreenPrint, a GIS web-accessed map that prioritizes the ecological importance of every acre of Maryland - down to the parcel level - for the preservation and conservation benefit of generations yet unborn.
- ✿ Launched innovative new programs such as the Marylanders Grow Oysters Project, Marylanders Plant Trees, the Maryland Partnership for Children in Nature, and the Maryland Conservation Corps to engage private citizens in the replenishment and maintenance of natural life in some of the most ecologically sensitive areas of Maryland.

PATHS TO PROGRESS

Implement an Environmental Bill of Rights for Maryland's Families

- Governor O'Malley signed the Clean Cars Act, an aggressive plan to reduce emissions from vehicles sold and registered in Maryland so that our families can breathe clean air.
- The O'Malley-Brown Administration is working to ensure that every Marylander has access to quality drinking water by becoming actively engaged in studies to assess the impact of the Base Realignment and Closure (BRAC) process on our water resources, so that as Maryland continues to grow, the

Administration can also implement the sound policies and regulations that will protect our water resources and assure that we will continue to meet our future capacity needs.

- The O'Malley-Brown Administration is working with local partners to provide support and for better evaluation of the quality and accessibility of their systems using the best possible tools and data available.
- Governor O'Malley launched Maryland's innovative Smart, Green & Growing initiative following the establishment of the Chesapeake Bay 2010 Trust Fund to power our smarter, results-driven cleanup efforts for our national treasure.
- The Chesapeake Bay 2010 Trust Fund helped offer the highest incentives ever to Maryland farmers so that they can plant cover crops that prevent harmful nutrients and other runoff from entering our Chesapeake Bay.

Institute and Enforce the *Healthy Air Act*

- As part of implementing and enforcing the Healthy Air Act, Maryland is leading the way by becoming one of the first states in the nation to auction carbon allowances as part of the Regional Greenhouse Gas Initiative (RGGI).

Fully Fund Lead Paint Poisoning Prevention Programs

- The O'Malley Brown Administration is committed to reducing the number of individuals exposed to dangerous lead paint at home, in school, or in the workplace.
- Through the Lead Poisoning Prevention Act of 2008 Maryland expanded the number and types of dwellings covered by tough lead abatement standards and created clear statutory remedies for renters exposed to high levels of lead.
- The O'Malley-Brown Administration is working with local governments, and community partners like the Coalition to End Childhood Lead Poisoning to make progress on reducing the number of individuals in Maryland with dangerously high levels of lead in their blood.

Restore Cuts to Maryland's Successful Program Open Space

- In a radical departure from the prior Administration, the O'Malley-Brown Administration chose to spend Program Open Space dollars on expanding open space in Maryland, and in the process more than 17,000 acres has been preserved of Maryland's most ecologically and historically significant lands.

Reduce Sprawl and Over-Development

- The O'Malley-Brown Administration restored the Office of Smart Growth and established the Smart Growth subcabinet.
- The O'Malley-Brown Administration blocked the massive Four Seasons development on the fragile shores of our Bay, and ordered the Maryland Department of Transportation to renew their focus on

Transit-Oriented Development projects so that more Marylander's can live, work, and reach the services they need by foot or by mass transit rather than spend their time sitting on congested highways.

- Specifically, the Board of Public Works approved a development agreement for State Center in Baltimore City and a development on State-owned property adjacent to the Savage MARC Station in Howard County.

Institute BayStat – a New Tool to Monitor and Gauge the Health of the Chesapeake

- The O'Malley-Brown Administration established BayStat to assess, coordinate, and target Maryland's Bay restoration programs, and make fact-driven decisions about which cleanup efforts can have the greatest impact.
- This innovative tool uses the central tenants of our StateStat program: setting goals, measuring performance, and applying rational human efforts to the challenges which flow from the tremendous growth.

Create New Tax Credits to Protect Vanishing Farmland

- Protecting our family-owned farms is one of Maryland's top priorities, and by tripling funding for MARBIDCO, providing record funding for our Cover Crops program, and with strong support for our Maryland Rural Legacy Program, Governor O'Malley is helping protect our natural landscape and keep Maryland agriculture healthy and profitable for our farmers and families.

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.*

The O'Malley-Brown Administration has made the difficult decisions necessary to lay the groundwork for Maryland's 21st century knowledge-based economy.

- ✿ Signed the nation's first living wage law.
- ✿ Successfully fought to make healthcare more affordable for small businesses through the Working Families and Small Business Healthcare Act.
- ✿ Committed \$1.3 billion investment over next decade to establish Maryland as national leader in biotech industry, the largest single state life sciences investment in the nation.
- ✿ Expanded minority- and women-owned business participation in State contracts, implementing the highest MBE goal in the nation.

PATHS TO PROGRESS

Help Small Businesses Pay for Health Care, Reduce Red Tape and Create Jobs

- The O'Malley-Brown Administration successfully fought to make healthcare more affordable for small businesses through an innovative public/private partnership for small business with between 2 and 9 employees.
- With the nation's first living wage law, the Administration helped reduce costs and increase competitiveness for small businesses by excluding those with fewer than 10 employees from the law's requirements.
- The O'Malley-Brown Administration created a One-Stop Career Center in Ft. Monmouth, New Jersey to help potential BRAC transferees access workforce services, and help local businesses market their services and products to potential new customers transferring due to BRAC.

Create a Highly Trained Workforce and Expand Educational Opportunity for All Marylanders

- The Administration successfully led efforts to repeal \$200 million computer services tax on small businesses and middle class families

- The O’Malley-Brown Administration introduced legislation to improve adult education programs by linking workforce one-stop centers, community colleges, nonprofit providers, state agencies and the business community.
- The O’Malley-Brown Administration established BRAC Zones to help promote jobs and economic expansion in areas of the state that will experience BRAC-related growth.
- Governor O’Malley created a Workforce Creation Sub-cabinet, part of a strategic re-alignment among state agencies, to identify potential synergies and increase collaboration
- The Administration expanded the P-20 Leadership Council to better align our educational system with workforce goals.
- The establishment of the Maryland Life Sciences Advisory Board will support and attract biotechnology companies to our State.
- Governor O’Malley committed a nation high \$1.3 billion investment over next decade to establish Maryland as national leader in biotech industry.
- The O’Malley-Brown Administration helped farmers protect the land by keeping farming profitable, with record investments in cover crops and agricultural innovation
- The O’Malley-Brown Administration expanded the opportunity of education for more Marylanders, rather than fewer:
 - Fully funded Thornton Education Plan
 - Made an historic \$5.3 billion investment in K-12 public education, including \$733 million for school construction over the last two years to get children out of trailers and crumbling classrooms
 - Provided funding for the Geographic Cost of Education Index for the first time
 - Established first-ever Higher Education Trust Fund to stabilize tuition costs for families
 - Froze college tuition for three consecutive years – making college more affordable for Maryland families (6th highest Public University tuition state in the country to the 16th)
 - Increased aid for community colleges by 9% and invested a record \$150 million over the last two years in better facilities at community colleges around our State
 - Created the SEED School – Maryland’s first statewide public boarding school

Focus on Workforce Development and Partnerships with Community Colleges

- The O’Malley-Brown Administration have increased aid for community colleges by 9% and invested a record \$150 million over the last two years in better facilities at community colleges around our State.
- Governor O’Malley introduced legislation to improve adult education programs by linking workforce one-stop centers, community colleges, nonprofit providers, state agencies and the business community

Expand Minority and Women Owned Businesses

- The O'Malley-Brown Administration have implemented the highest MBE goal in the nation (25%) and is one of the oldest programs in the nation.
- The O'Malley-Brown Administration increased MBE Contract awards from \$1 billion in FY '06 to \$1.3 billion in FY '08, a thirty percent (30%) increase.
- MBE Participation for 10 StateStat reporting agencies is at 27 percent, the highest in State history. MBE Participation for all Cabinet Agencies is 22.5 percent and 20.3 percent for all Agencies and Departments statewide.
- The O'Malley-Brown Administration implemented key actions to achieve greater MBE Accountability in an overall effort to make the MBE Program work better:
 - StateStat monitoring requires key agencies to report MBE on a monthly basis
 - Stronger enforcement of MBE compliance efforts within State Agencies to ensure goals are met
 - Increased outreach and advocacy to make MBE firms aware of opportunities
 - Implemented a Prompt Payment Directive to ensure timely payment to MBEs
 - Established a 34- Member BRAC Small/Minority Business Advisory Board to facilitate MBE inclusion in BRAC related military contracting opportunities
- The Administration entered into a 2-Year Partnership with Microsoft to expand opportunities to MBEs in the information technology area through partnerships on Microsoft software sales, training and opportunities for IT firms to subcontract as a Microsoft vendor

Create New Economic Opportunities in Homeland Security, Biotechnology, Information Technology, Environmental Technology, and Defense

- During the first two years of the Administration, \$42 million in stem cell research has been invested. To date, over \$36 million and 86 research applications have been funded. The Fund is the third largest state-funded program in the nation.
- In 2008, the O'Malley-Brown Administration announced the largest per capita life science investment in the nation, a \$1.3 billion, 10-year Bio2020 Initiative, including:
 - The creation of the "Maryland Biotechnology Center," a one-stop-shop to showcase and support biotechnology innovation and entrepreneurship in Maryland, and consolidate various state, academic and private sector ventures.
 - Expanding and improving Maryland's Biotech Investment Tax Credit, doubling the State's Credit in FY 2010 and again by 2013, a move that would leverage almost \$50 million in private investment for Maryland biotech companies each year.

- Growing Maryland’s technology incubator network, investing \$60 million over the next ten years to leverage \$120 million in private and federal investment funds and grow Maryland’s incubator network by 50 percent.
 - Continuing to grow Maryland’s nation-leading stem cell research.
 - Increasing development funds for life science facilities through a public-private partnership which will combine \$1 million in State funds with \$2 million in local investment. Together, this investment will leverage \$100 million for building and improving life science facilities throughout Maryland.
 - Making new investments in science, research and technology initiatives at the world-class institutions and laboratories already in Maryland.
 - Increasing Maryland’s technology transfer programs, providing funding to small and start-up companies and helping innovations come to market.
 - Expanding nanotechnology investments by offering more grants and faculty attraction resources, leveraging the vast opportunities that exist with this field, which is expected to permeate all technology industries in the years ahead.
 - Increasing intellectual property valuation and protection services to sustain growth of Maryland’s bioscience industry.
 - Enhancing Maryland’s Venture Fund, the fund currently provides challenge grants to start-up companies and makes equity investments in more established companies. Through the Venture Fund, the State has already made approximately 50 investments in bioscience companies and they have leveraged 15 times the value of our investments through our network of venture capital partners.
- The O’Malley-Brown Administration launched Maryland Workforce ONE initiative providing federally funded grants to public and private sector partners for various programs aimed to build and sustain the BRAC workforce.
 - In 2008, Governor O’Malley signed the BRAC Community Enhancement Act designating certain areas ‘BRAC Zones’ and providing the state with specific authority to negotiate Payments in Lieu of Taxes with private developers on military land to provide immediate funds to support necessary infrastructure projects near installations.

Establish a Federal Facilities/BRAC Czar and Complimentary Strategy

- Chaired by Lt. Governor Brown, the Administration created BRAC Subcabinet to coordinate state preparations and collaborate with local government. Subcabinet meetings across the state were held to engage local leaders prior to drafting and submitting the BRAC Action Plan in December 2007.
- The O’Malley-Brown Administration launched Maryland Workforce ONE initiative providing federally funded grants to public and private sector partners for various programs aimed to build and sustain the BRAC workforce.

- In 2008, Governor O’Malley signed the BRAC Community Enhancement Act designating certain areas ‘BRAC Zones’ and providing the state with specific authority to negotiate Payments in Lieu of Taxes with private developers on military land to provide immediate funds to support necessary infrastructure projects near installations.
- The O’Malley-Brown Administration awarded \$2 million in grants through the BRAC Higher Education Fund to support new programs at colleges and universities designed to support the BRAC workforce.
- The O’Malley-Brown Administration removed many licensing barriers for spouses of military personnel moving to Maryland because of BRAC and negotiated articulation agreements between Maryland colleges and universities and institutes of higher education in New Jersey.

Protect Existing Manufacturing Jobs and Recruit New Industries to Maryland

- In 2008, Governor O’Malley announced the largest per capita life science investment in the nation, a \$1.3 billion, 10-year Bio2020 Initiative.
- Maryland’s aggressive economic development strategies have resulted in the gain more nearly 300 new manufacturing jobs, with total capital expenses of nearly \$19 million.
- The O’Malley-Brown Administration provided assistance to more than 250 companies, creating more than \$3.2 billion in capital investment and creating more than 6,680 new jobs while retaining more than 8,200 existing jobs for Maryland residents.
- Specific manufacturers that the administration successfully attracted to relocate or establish operations in Maryland include:
 - American Dynamics
 - Canusa Hershman
 - AgustaWestland, Inc.
 - Martin-Baker
 - Cinetic Landis

Open New Markets for Maryland

- The O’Malley-Brown Administration developed the first, comprehensive international action plan with specific goals and strategies to improve attraction of foreign direct investment and to expand export opportunities for small and medium-sized businesses.
- The O’Malley-Brown Administration created the Division of International Investment and Trade and elevated international operations to report, for the first time ever, directly to the Secretary of DBED.
- Through the International Division, the O’Malley-Brown Administration have expanded Maryland’s foreign presence by 60 percent with the opening of four new foreign offices on a contingency basis. As the first state to do so, this action was leveraged with payments based solely on the amount of foreign direct investment and job creation in Maryland. They include South Korea, Canada, Japan, and Western Balkans.

- Currently, the first International Incubator at University of Maryland College Park is being established, dedicated exclusively to companies with foreign ownership to capitalize on the R&D strengths at College Park to attract FDI to Maryland.
- The O'Malley-Brown Administration established the first Targeted Employment Areas in Maryland to take advantage of the US Government's EB-5 Visa Program and to improve FDI attraction.
- Maryland's exports are on pace for yet another record year. Through September, Maryland exports are up more than 34 percent over the same period last year, almost double the national average growth rate of 18 percent.
- The O'Malley-Brown Administration is establishing Maryland foreign offices in truly strategic locations. In 2007, Maryland exports to the eight markets in which the State has foreign offices combined for 58 percent of Maryland's total exports.
- In FY 2008, The O'Malley-Brown Administration assisted Maryland small- and medium-sized companies in generating over \$35 million in exports.

Preserve Maryland's Farming and Fishing Industries

- A record \$17.4 million has been invested in cover crop programs for Maryland farmers, and \$3.25 million provided to keep farming profitable in Maryland.
- Maryland's existing oyster aquaculture industry employs more than 30 people and generates up to \$1 million for the state's economy. The Maryland Department of Agriculture is working to implement aquaculture enterprise zones, which will help streamline the permit process in the Chesapeake and coastal bays, provide incentives to catalyze private investment in leasing operations and encourage commercial fishery experts to transition to aquaculture.
- The Department of General Services awarded a new contract to allow 100 percent of MTA's buses to use biodiesel. Many vehicles in the Maryland Department of Transportation vehicle fleet use biodiesel fuel including: 100 percent of the Maryland Transportation Authority's operations fleet and 88 percent of the State Highway Administration's vehicles. At the Maryland Aviation Administration, all of the shuttle buses use either biodiesel or Compressed Natural Gas.
- Department of General Services is mandated to use a 5 percent blend of biodiesel in the State vehicle fleet wherever possible. It's estimated that a 5 percent biodiesel blend, statewide, would replace 180 million gallons of diesel fuel, displace 1.4 metric tons of greenhouse gases, and save drivers \$20 at the pump – just 5 percent.
- The O'Malley-Brown Administration established four new E-85 fuel pumps throughout Maryland, totaling seven for the State.

Increase Tourism and Protect the Bay

- In an effort to market Maryland as a vacation destination to area residents, the O'Malley-Brown Administration launched a new marketing campaign in 2008: "Pretty. Close."

- The Office of Tourism launched two new communications vehicles in the last two years: The newly redesigned visitmaryland.org web site and the This Month in Maryland consumer e-newsletter with more than 15,000 subscribers.
- To keep constituents, partners and leadership informed on performance, Governor O'Malley instituted the following:
 - The Tourism Monitor: The monthly on-line report details a snapshot of the measurements tracked in StateStat and Managing For Results.
 - Insights: A biweekly newsletter for industry partners, constituents and leadership, providing information on tourism performance and activities. The newsletter contains The Tourism Monitor and also highlights the Governor's involvement with Tourism, Film and The Arts (TFA); upcoming programs such as grant deadlines and conferences; and the activities that TFA has supported through technical assistance.
- As one of the most ecologically conscious administrations in state history, Governor O'Malley earned the highest performance grade of any sitting Governor from the League of Conservation Voters. Progress to clean the Chesapeake Bay include:
 - Creation of GreenPrint, Maryland's new, interactive mapping tool designed to help the State, local governments, conservation organizations, and individual citizens guide land conservation and growth.
 - Creation of BayStat, an innovative tracking and targeting tool
 - Creation of the Chesapeake Bay 2010 Trust Fund
 - Passed the Clean Cars law to reduce auto emissions and tackle global warming
 - Implementation of stringent power plant emission controls regulations
 - Passed the Stormwater Management Act and increased funding for nutrient removal programs, septic system upgrades and sewer rehabilitation projects
 - Full funding of Program Open Space, and the proposed protection of more than 17,000 acres of ecologically significant land throughout Maryland including along our precious waterways
 - Update of the State's Critical Areas Laws
 - Creation of the Maryland Climate Change Commission
 - Restored Maryland's leadership by restoring the Office of Smart Growth to deal with overdevelopment, sprawl and traffic
 - Maryland played a leadership role in the creation of the first auction of greenhouse gas emission credits in America.

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.*

The O'Malley-Brown Administration has adopted transit-oriented development (TOD) as a fundamental principle when considering development and growth.

- ✿ TOD can leverage Maryland's transit investments by bringing to life dense, mixed-use development near rail transit stations
- ✿ Created Maryland's Commute Smart Program to reduce traffic congestion and mobile source emissions.
- ✿ Introduced and passed groundbreaking legislation recognizing TOD as a critical component of our transportation system and giving greater flexibility to carry out projects

PATHS TO PROGRESS

Invest in Transit across Maryland to Decrease Gridlock

- During the first two years of the O'Malley-Brown Administration, transit service has expanded, operational efficiency increased and revenue generation added, moving ahead with planning for a future network.
- The Maryland Transit Administration is moving toward a 100 percent hybrid bus fleet, the centerpiece of a "Go Green - Ride MTA" campaign that also included the installation of bike racks on the entire Baltimore bus fleet.
- Looking toward the future, the O'Malley-Brown Administration published a visionary MARC Growth and Investment Plan, which provided a vision for MARC as a fast, frequent transit backbone for the Baltimore-Washington corridor. To update the fleet, the MTA ordered new diesel locomotives and replaced passenger coaches with higher capacity bi-level cars.
- In close collaboration with our partners in Baltimore and key stakeholders, Governor O'Malley provided additional funding for the Purple Line and Corridor Cities Transitway, and memorialized the Red Line Community Compact.

End Raids on the State's Transportation Trust Fund

- Maryland's independent trust fund structure, which supports our transportation system, was established to ensure that taxes and fees paid by its citizens for transportation are used for that purpose.
- The O'Malley-Brown Administration is committed to ensuring that money meant for transportation is used on the State's highest transportation priorities. In addition, funds allocated to local governments will not be reduced as a way to balance the State's budget.

Promote Smarter Long Term Planning and Growth to Manage Development

- The State of Maryland is working closely with local governments to realize Transit Oriented Development (TOD) at key rail transit stations across the State. TOD can leverage Maryland's transit investments by bringing to life dense, mixed-use development near rail transit stations.
- This approach promotes transportation choices and can provide a major resource for accommodating future growth in the state. Smart growth helps cut the costs associated with the ownership and operation of cars and reduces sprawl by providing development opportunities in areas that are walk-able.
- The O'Malley-Brown Administration is developing a strategic plan for a statewide system of trails, expected for spring of 2009, which will maximize the use of resources for planning, design and construction of trail projects, create a single website for trail users, advocates and planners that provides access to the following interactive maps and potential funding resources.
- In addition to providing significant transportation infrastructure investments, the State provides a variety of Travel Demand Management strategies to support the use of alternatives to the traditional single-occupant vehicle, including carpooling, car sharing, transit, park-and-ride facilities, teleworking, and flexible work hours.

Increase Telecommuting to Reduce Traffic

- The O'Malley-Brown Administration created Maryland's Commute Smart Program to reduce traffic congestion and mobile source emissions. This program incorporates and expands proven strategies to reduce auto emissions that include telework, regional commuter assistance, and other programs geared towards reductions in mobile source emissions.
- In the Baltimore region, a Maryland Department of Transportation-funded program offers free professional telework consulting services to Maryland employers to start or expand a telework program for their employees.
- The Maryland Department of Transportation (MDOT) also funds programs such as:
 - Employer Outreach, supporting major employers to encourage their employees to use alternative commute modes such as teleworking, ridesharing and transit.
 - Mass Marketing, aiming to raise awareness of alternative commuter options.

- Telework Resource Center, providing information, resources, training and assistance to employers and assists them in setting up telework programs for their employees.

Invest in the new Maryland Workforce Housing Block Grant Program created by the General Assembly during the past legislative session

- The O'Malley-Brown Administration signed legislation to define Transit-Oriented Development (TOD) as a transportation purpose and established a strong foundation from which to pursue further coordinated planning and investment for TOD, including workforce and affordable housing initiatives.
- The legislation also provides a framework from which to officially designate TOD Zones at existing station areas, making "Smart Growth" a fixed principle of development.

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

- Through constant engagement with local governments and communities, Governor O'Malley created and supported ongoing initiatives that reflect the agency's commitment to strengthening community-based planning, including:
 - West Baltimore MARC Transit-Centered Community Development Strategy
 - Aberdeen Transit and Market Study
 - State Center Cityscaping process; and,
 - Strategic Plan for Enhancing the Howard Street Corridor.

Working with local governments to encourage mixed-use and transit-oriented development to link housing, jobs, and transit

- In the 2008 legislative session, Governor O'Malley proposed groundbreaking TOD legislation overwhelmingly approved by the General Assembly, recognizing TOD as a critical component of our transportation system and giving greater flexibility to carry out projects.
- The O'Malley-Brown Administration is currently pursuing TOD projects at several transit stations around the state, such as Owings Mills, Odenton, Savage and Reisterstown Plaza.
- The Administration is planning the next generation of transit services supporting TOD, including the Purple Line and Corridor Cities Transitway in the Washington area and the Red Line in Baltimore City.

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.*

The O'Malley-Brown Administration has led the fight to restore fairness to Maryland's electricity markets:

- ✿ Directed the Public Service Commission to reform the electricity markets, ensuring a safe and reliable supply of electricity at just and reasonable rates.
- ✿ Replaced the Ehrlich-appointed, pro-industry Public Service Commission and returned it to the hands of the people of Maryland.
- ✿ Reached a \$2 billion settlement with Constellation Energy Group providing short and long-term rate relief for our families, and helping to secure Maryland's energy future.
- ✿ Filed and won a complaint with the Federal Energy Regulatory Commission (FERC) on unfair electricity market rules, saving Maryland ratepayers \$85 million a year.

PATHS TO PROGRESS

Provide Immediate Relief for our Families

- The Maryland PSC filed and won a complaint with the Federal Energy Regulatory Commission (FERC) on unfair electricity market rules, saving Maryland ratepayers \$85 million a year.
- The PSC also reached a \$2 billion settlement with Constellation, providing real, immediate relief to Maryland's families and helping to secure our State's energy future.
- With one of the most aggressive alternative energy programs in the nation, Maryland has issued several Orders to utilities to file energy conservation plans to comply with EmPOWER Maryland energy goals, reducing long-term consumption and saving Maryland ratepayers money.

Replace PSC Members. Install Advocate for Consumers in Negotiations

- Immediately upon taking office, the new PSC began rebuilding the embattled agency hiring a new management team of experienced professionals and retained outside experts on key issues to serve the interests of the people of the State.

- Three of the five members of the previous administration’s PSC have been replaced with competent, independent regulators who have kept an appropriate, professional distance from industry lobbyists and executives.

End the Revolving Door between the PSC, the Energy Industry, and Lobbyists

- None of the O’Malley-Brown appointments to the PSC came from the industry, including the two Chairman appointed by the Governor since taking office.

Stop Political Cronyism and Return Professionals to the PSC

- Significant strength has been added to the PSC and its staff since taking office, appointing a new General Counsel – now chairman, three new advisors and various staff support.

Increase Openness and Transparency in all PSC Meetings and Dealings

- The historical practice of private company meetings with the PSC has ended.
- Under the O’Malley-Brown Administration, anyone who wants to address the PSC as a whole can come to the weekly, public administrative meetings and do so.

Appoint a People’s Counsel who will put Maryland Families First

- The PSC has appointed a People’s Counsel with a long history of representing ratepayers and has a strong consumer orientation.

Re-Establish Oversight over Utility Monopolies

- The PSC has aggressively monitored electricity rates, rejected increases and tweaks when they weren’t justified, and held responsible utilities accountable through federal filings and settlements.
- No rate or service change is approved without a thorough review and justification.
- The PSC has become active and aggressive as an advocate for ratepayers at the federal level, becoming the voice for the people of Maryland and winning federal rulings that save Maryland families money.
- The PSC has taken control of Maryland’s energy future, identifying and studying our supply and demand needs rather than waiting for the market to resolve them.

Compel a Legitimate Review of the Pending Merger

- After a detailed report on the mechanics of deregulations reveal serious unfairness, we worked with the PSC and the General Assembly to negotiate a \$2 billion settlement for ratepayers, providing a \$170 rebate to all BGE customers who will no longer need to foot the bill for the decommissioning of an additional nuclear plant.

- As Constellation has fielded new offers to sell its stock and assets, the PSC has looked closely and critically at the proposed transactions and, to the full extent of the law, will ensure that they serve the public interest.

Require Reliable and Safe Service

- The PSC has held Maryland's utilities accountable to high standards of reliability, disaster response and financial integrity.
- The PSC has also required the utilities to report affirmatively on all of the related issues and will continue to do so.

Force the Promotion of Stable and Affordable Rates for Consumers

- Since 2006, the PSC has diversified the contracts through which utilities acquire the energy loan, and the PSC oversees carefully the auctions through which the contracts are let. This process is carefully monitored by the PSC.

Crack Down on Gasoline Price Gouging in Maryland and Increase Penalties

- The O'Malley-Brown Administration continues to monitor ways to ensure Marylanders pay fair prices at the gas pump, and stands ready to prosecute any company or facility found to be price gouging.