



**MARYLAND**

*Governor Martin O'Malley*

# StateStat Tenets

- Accurate and timely intelligence shared by all.
- Rapid deployment of resources
- Effective tactics and strategies
- Relentless follow-up and assessment



# StateStat Process



Volume 2 Number 5



Department Secretary: Gary D. Maynard

**DPSCS Management Team**

Deputy Secretary for Administration: G. Lawrence Franklin

Assistant Secretary for Treatment Services: Richard B. Rosenblatt

Assistant Secretary for Capital Programs: David N. Bezman

Acting Director of Parole and Probation: Patrick McGee

Commissioner of Division of Pretrial Detention and Services: Howard Ray Jr.

STATESTAT  
DPSCS: SUMMARY: MBE, DPP, DPDS  
REPORTING PERIOD: NOVEMBER 2007



Secretary Gary D. Maynard  
Appointed January 2007

STATESTAT  
DPSCS: MBE/WBE EXPENDITURE REPORTING  
REPORTING PERIOD: OCTOBER 2007

MBE/WBE EXPENDITURES	CURRENTLY AVAILABLE PERIOD (October, 2007)						YEAR-TO-DATE					
	Agency Total	Ethnic/Disabled	Women	Other	Total MBE/WBE	%	Agency Total	Ethnic/Disabled	Women	Other	Total MBE/WBE	%
Payment Totals	\$37,153,039			\$601,665	\$601,665	1.6%	\$58,200,225	\$0	\$0	\$3,057,202	\$3,057,202	5.3%
MBE Payment %		0.0%	0.0%	1.6%				0.0%	0.0%	5.3%		
Awards Totals	\$4,551,361	\$177,694	\$175,340	\$26,094	\$379,128	8.3%	\$163,820,571	\$2,494,534	\$25,136,914	\$495,096	\$28,126,544	17.2%
MBE Award %		3.9%	3.9%	0.6%				1.5%	15.3%	0.3%		
Architectural and Engineering	\$534,225	\$158,000	\$0	\$0	\$158,000	29.6%	\$1,098,563	\$158,000	\$0	\$0	\$158,000	14.4%
Construction	\$169,585	\$0	\$0	\$0	\$0	0.0%	\$419,807	\$0	\$0	\$6,922	\$6,922	1.6%
Construction Related	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	
Maintenance	\$74,786	\$16,101	\$2,500	\$0	\$18,601	24.9%	\$582,394	\$38,331	\$29,296	\$0	\$67,627	11.6%
Services	\$2,339,226	\$3,593	\$22,500	\$0	\$26,093	1.1%	\$152,233,705	\$2,218,107	\$24,384,132	\$52,817	\$26,655,056	17.5%
Supplies and Equipment	\$1,433,539	\$0	\$150,340	\$26,094	\$176,434	12.3%	\$9,481,682	\$80,096	\$723,486	\$435,357	\$1,238,939	13.1%
HCS&E	\$0	\$0	\$0	\$0	\$0		\$4,420	\$0	\$0	\$0	\$0	0.0%
Corporate Credit Card	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	

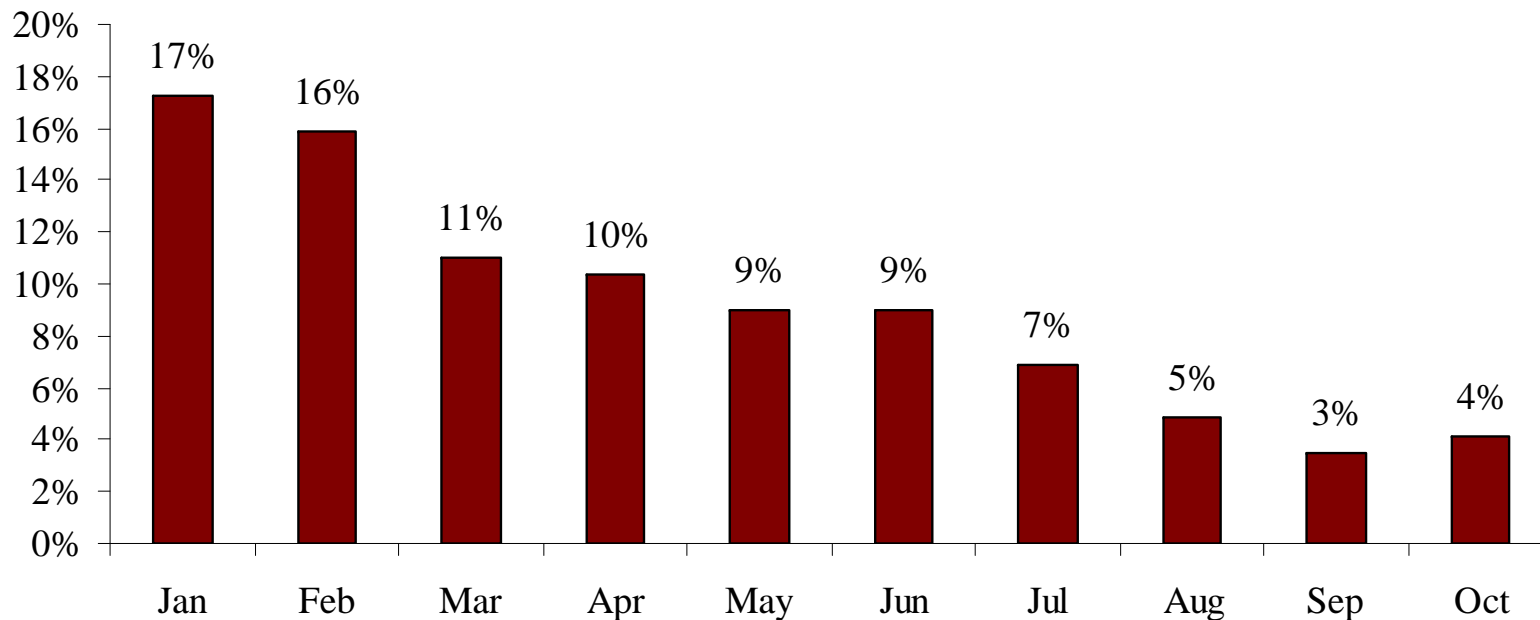
Participating agencies submit customized data templates on a bi-weekly basis to report on key performance indicators.

# StateStat Process



Data is carefully analyzed, performance trends are closely monitored, and strategies to achieve improved performance are developed.

**Police Communications Operators: Vacancy Rate, Calendar Year 2007 to Date**



# StateStat Background



Modeled after a similar program developed by the New York City Police Department and the successful CitiStat program in Baltimore City.

StateStat represents the extended application of the same basic principles to the management of all functions.

Utilizing existing PINS (staff positions) and “off-the-shelf” software limits costs to taxpayers.

# StateStat Process

Managers are required to report on critical service initiatives and questioned about agency performance.

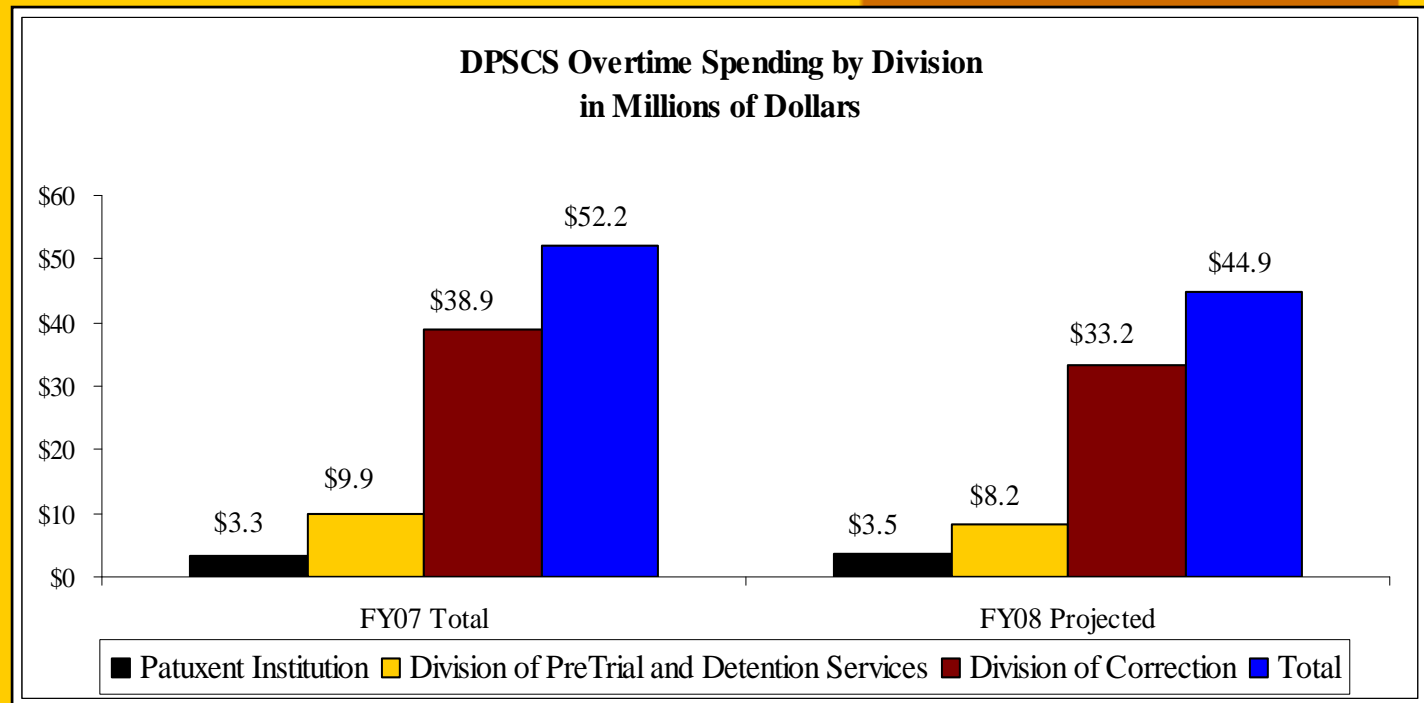
Opportunities to improve coordination and cooperation are identified; strategies to achieve improvement are formulated.



# StateStat Process



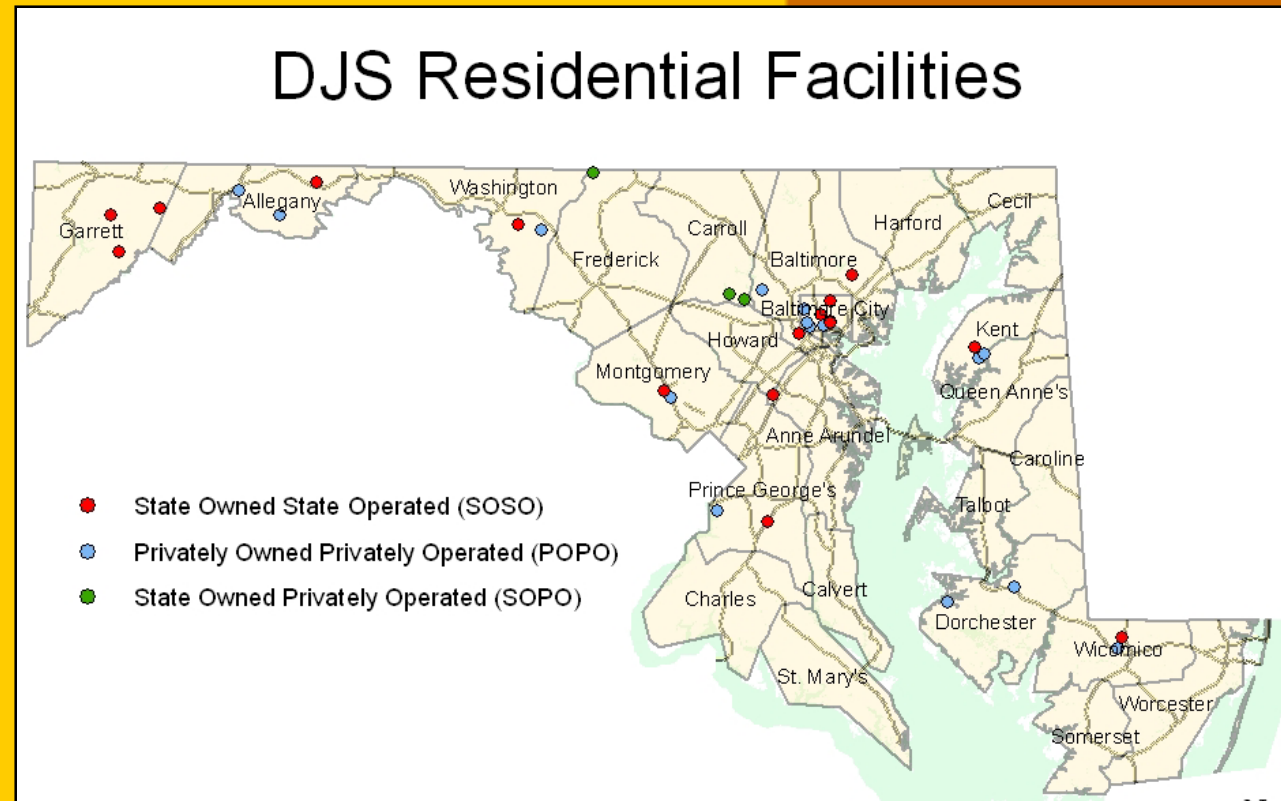
Data is carefully analyzed, performance trends are closely monitored, and strategies to achieve improved performance are developed.



# StateStat Process



Digital maps are used to plot the locations of facilities throughout the State.



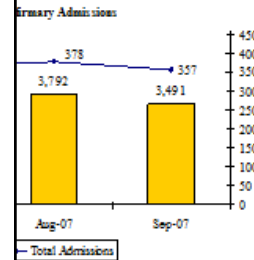
# StateStat Process



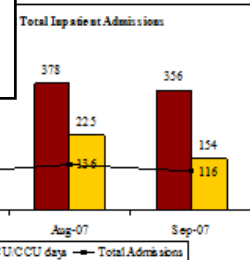
increase in September of the number of approved inpatient days, which the fairly constant. Is the reduction in total inpatient days the result of any we it can sustain a reduced number of inpatient days per month?



DPSCS DOC StateStat  
November 8, 2007  
14



number of approved inpatient days, which the duction in total inpatient days the result of any ed number of inpatient days per month?



STATE OF MARYLAND  
OFFICE OF THE GOVERNOR



MARTIN O'MALLEY  
GOVERNOR  
STEPHEN HOLLER  
DEPUTY GOVERNOR  
ANNETTE WELLS  
COMMISSIONER OF GENERAL SERVICES  
COLLEEN HARRIS  
DIRECTOR OF THE STATE POLICE

**MEMORANDUM:**

November 8, 2007

**To:** The Honorable Governor Martin O'Malley  
Michael Enright, Chief of Staff  
Matthew Gallagher, Deputy Chief of Staff  
Reggy Watson, Deputy Chief of Staff  
Eloise Foster, Secretary, Department of Budget and Management  
Elizabeth Harris, Acting Chief Legal Counsel  
Kristen Mahoney, Director, Governor's Office of Crime Control and Prevention

**From:** StateStat Team

**Subject:** Department of Public Safety and Correctional Services- Division of Correction StateStat executive briefing memorandum for reopening period October 2007.

Attached, for your consideration and review, please find a series of data observations and suggested lines of inquiry for the Department of Public Safety and Correctional Services- Division of Correction.

**New Meeting Format**

- At the panel's request, the divisions of the Department of Public Safety and Correctional Services (DPSCS) will now be addressed at alternating weekly StateStat meetings. This Thursday, the Division of Correction and related divisions are present, next Thursday, the Division of Parole and Probation and related divisions will attend.
- DPSCS has suggested that the meetings should be split between divisions as follows. The panel may wish to mention any concerns or suggested changes regarding this arrangement at the meeting.
  - Meeting 1: Division of Correction, Penitentiary Institution, Office of Treatment Services, Personnel.
  - Meeting 2: Division of Parole and Probation, Division of Pretrial and Detention Services, Procurement/MBE, Office of Treatment Services, Personnel.
- The Division of Correction is the largest division of DPSCS in both staff and budget. The Division is comprised of secure prison facilities and pre-release facilities under the direction of the Commissioner of Correction. The acting Commissioner of Correction is Michael Stouffer.

Each week a comprehensive executive briefing is prepared for each agency that highlights areas of concern.

# StateStat Implementation



- Ensure most effective and efficient government services in a time of tight budgets.
- Guarantee best return on investment to taxpayers.
- Pursue State objectives such as achieving Minority Business Utilization goals and conserving energy.

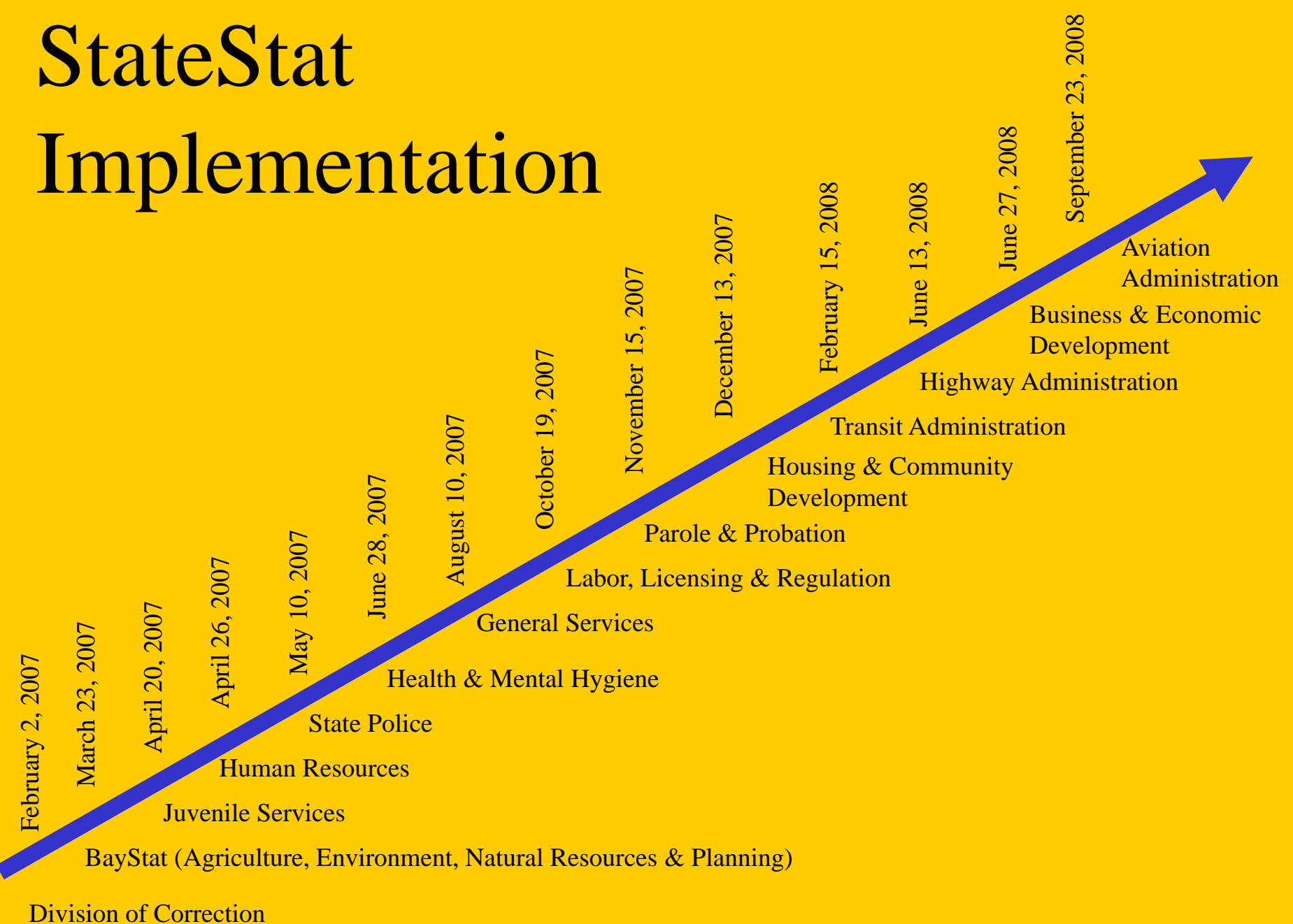
Volume 2 Number 6



**STATESTAT  
DPCS: MBE/WBE EXPENDITURE REPORTING  
REPORTING PERIOD: NOVEMBER 2007**

	<b>Goal Achieved: 4.7%</b>						<b># Waivers/Contract Mods: 0</b>		<b>Goal Achieved: 16.3%</b>				<b># Waivers/Contract 0</b>	
	<b>CURRENTLY AVAILABLE PERIOD (November, 2007)</b>						<b>YEAR-TO-DATE</b>							
<b>MBE/WBE EXPENDITURES</b>	<b>Agency Total</b>	<b>Ethnic/ Disabled</b>	<b>Women</b>	<b>Other</b>	<b>Total MBE/ WBE</b>	<b>%</b>	<b>Agency Total</b>	<b>Ethnic/ Disabled</b>	<b>Women</b>	<b>Other</b>	<b>Total MBE/WBE</b>	<b>%</b>		
<b>Payment Totals</b>	\$27,289,339			\$704,798	\$704,798	2.6%	\$85,489,564	\$0	\$0	\$3,762,000	\$3,762,000	4.4%		
<b>MBE Payment %</b>		0.0%	0.0%	2.6%				0.0%	0.0%	4.4%				
<b>Awards Totals</b>	\$10,195,585	\$194,542	\$212,543	\$68,090	\$475,175	4.7%	\$176,965,075	\$2,819,295	\$25,429,718	\$603,987	\$28,853,000	16.3%		
<b>MBE Award %</b>		1.9%	2.1%	0.7%				1.6%	14.4%	0.3%				
Architectural and Engineering	\$0	\$0	\$0	\$0	\$0		\$1,098,563	\$158,000	\$0	\$0	\$158,000	14.4%		
Construction	\$158,000	\$158,000	\$0	\$0	\$158,000	100.0%	\$577,807	\$158,000	\$0	\$6,922	\$164,922	28.5%		
Maintenance	\$15,239	\$0	\$0	\$0	\$0	0.0%	\$597,633	\$38,331	\$29,296	\$0	\$67,627	11.3%		
Services	\$8,673,178	\$0	\$30,500	\$41,996	\$72,496	0.8%	\$160,906,883	\$2,319,651	\$24,414,632	\$68,901	\$26,803,184	16.7%		
Supplies and Equipment	\$1,349,168	\$36,542	\$182,043	\$26,094	\$244,679	18.1%	\$10,830,850	\$91,392	\$905,529	\$460,603	\$1,457,524	13.5%		

# StateStat Implementation



Division of Correction

# DNASTAT

Maryland Department of State Police

**The Challenge:** Make Maryland's DNA database a functioning tool for law enforcement.

## Before DNASTat:

- No one knew how many parolees and probationers owed DNA samples, and samples were rarely collected. One legislative audit estimated that 15,000 parolees and probationers went unsampled between 2004-2006 because of this neglect.
- Though state law specifies that eligible offenders should be sampled upon intake to a state prison, this was not always happening.
- In 2005, the State Police collected most of the samples owed by imprisoned offenders, but there was no contract for initial DNA processing at the state lab, so samples were not analyzed. When Governor O'Malley took office, over 24,300 un-analyzed samples were sitting on the shelves of the forensic science laboratory, useless.



# DNASTAT

## Maryland Department of State Police



### With the Initiation of DNASTat:

- Parole and Probation agents worked through a backlog of supervisees, **collecting nearly 12,000 samples** by December, 2007.
- **All** state prison inmates have now given samples.
- New forensic scientists were hired, overtime was authorized, and a new contract for processing DNA samples was initiated.
- In 2007, the State Police got **28% more “hits,”** or matches to uploaded DNA samples in the CODIS database, than in 2006.
- In 2007, the State Police uploaded **376% more DNA samples** to the CODIS database than in 2006.



## RESULTS

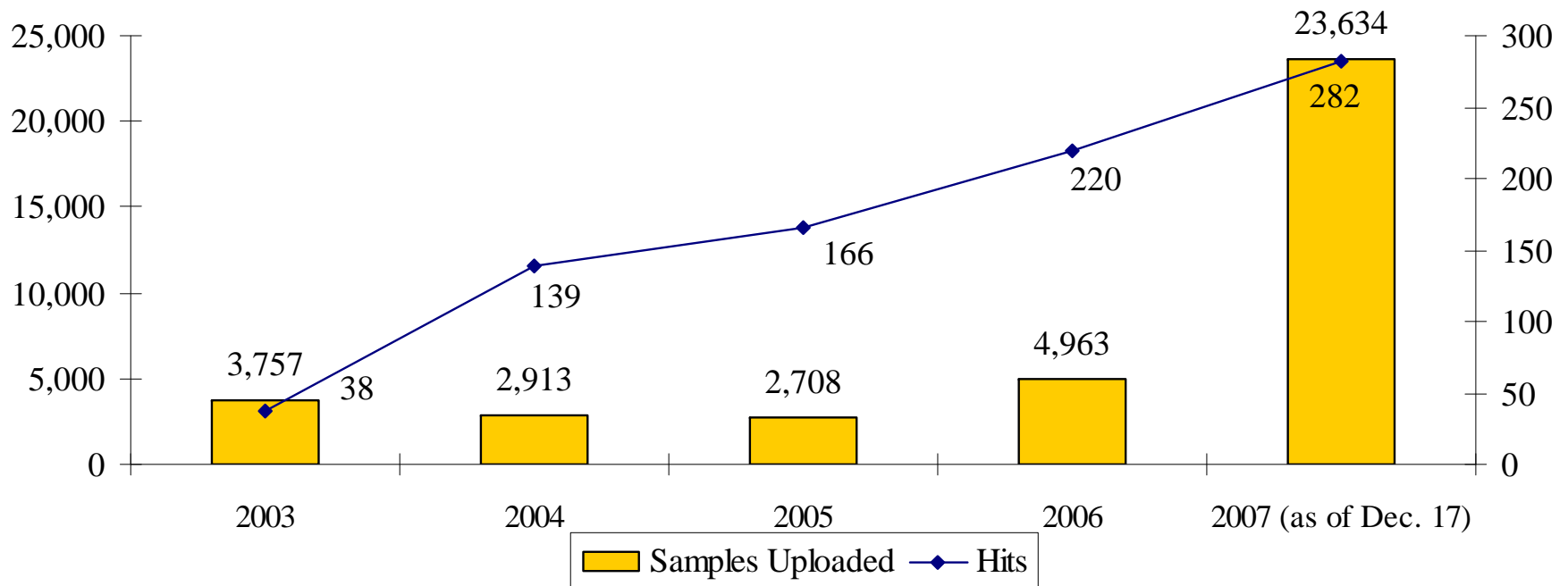
- The State Police **completely cleared the backlog** of 24,300 DNA samples in December, 2007.
- **Decades-old cases are getting resolved** as the DNA database becomes a functional tool for law enforcement.

# DNASTAT

Maryland Department of State Police



**Samples Uploaded to CODIS and Hits from CODIS, by Year**



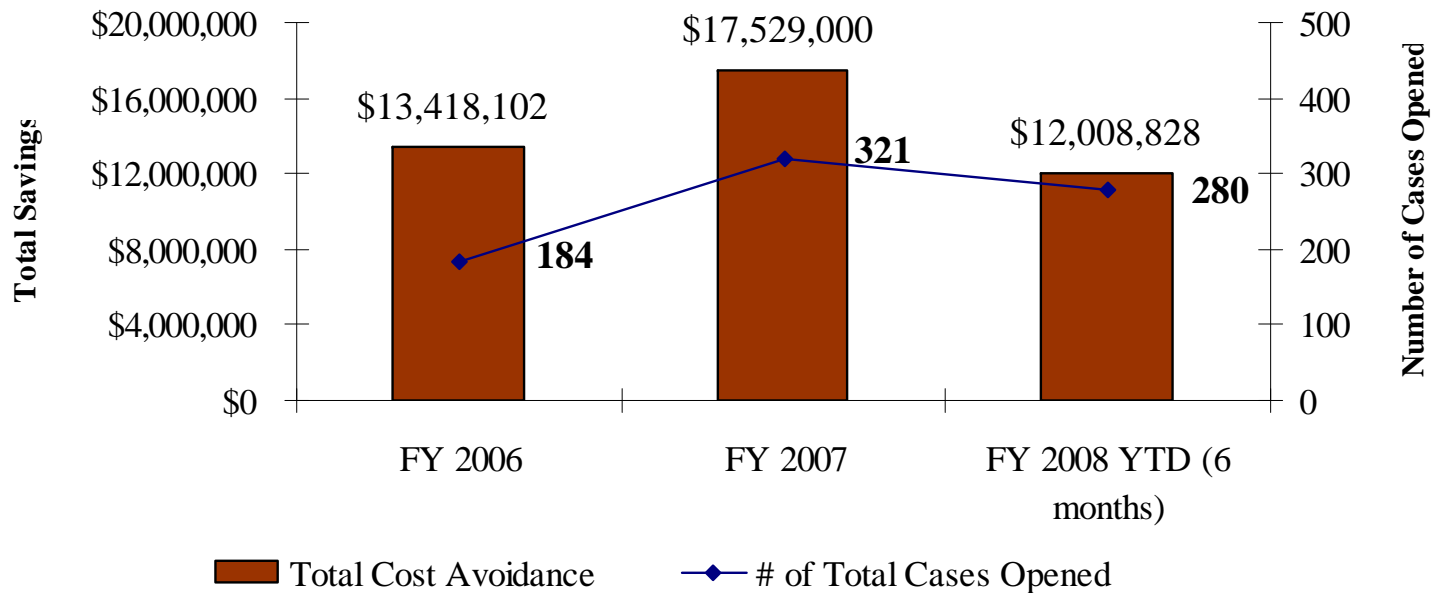
# Department of Health and Mental Hygiene (DHMH)

## Program Integrity Savings

StateStat initiated a system to track the monthly cost savings realized through DHMH's Program Integrity Savings and then worked with DHMH to develop legislation for introduction during the 2008 session to reduce waste, fraud, and abuse in the state's Medicaid program and realize additional cost savings.



### Program Integrity Savings, by fiscal year, FY 2006-2008 (YTD)

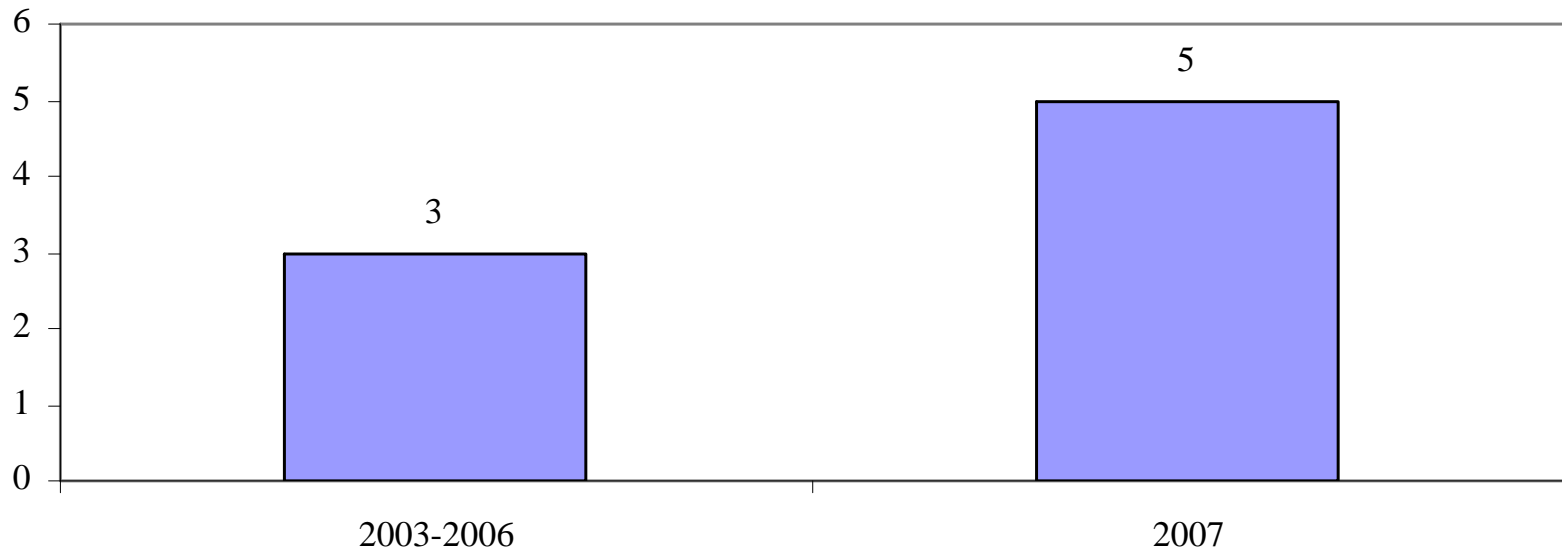


# Expansion in the use of Energy Performance Contracting (EPCs)

By making it an agency priority, the Department of General Services will get more EPC projects out the door this year than the past several years combined. By the end of calendar year 2007, the State will have awarded 5 EPCs in 2007 compared with only three awards between 2003-2006. Each of these projects will save the state millions in annual energy expenditures.



**New Energy Performance Contracts (EPCs) by Year**



# Department of Juvenile Services (DJS)

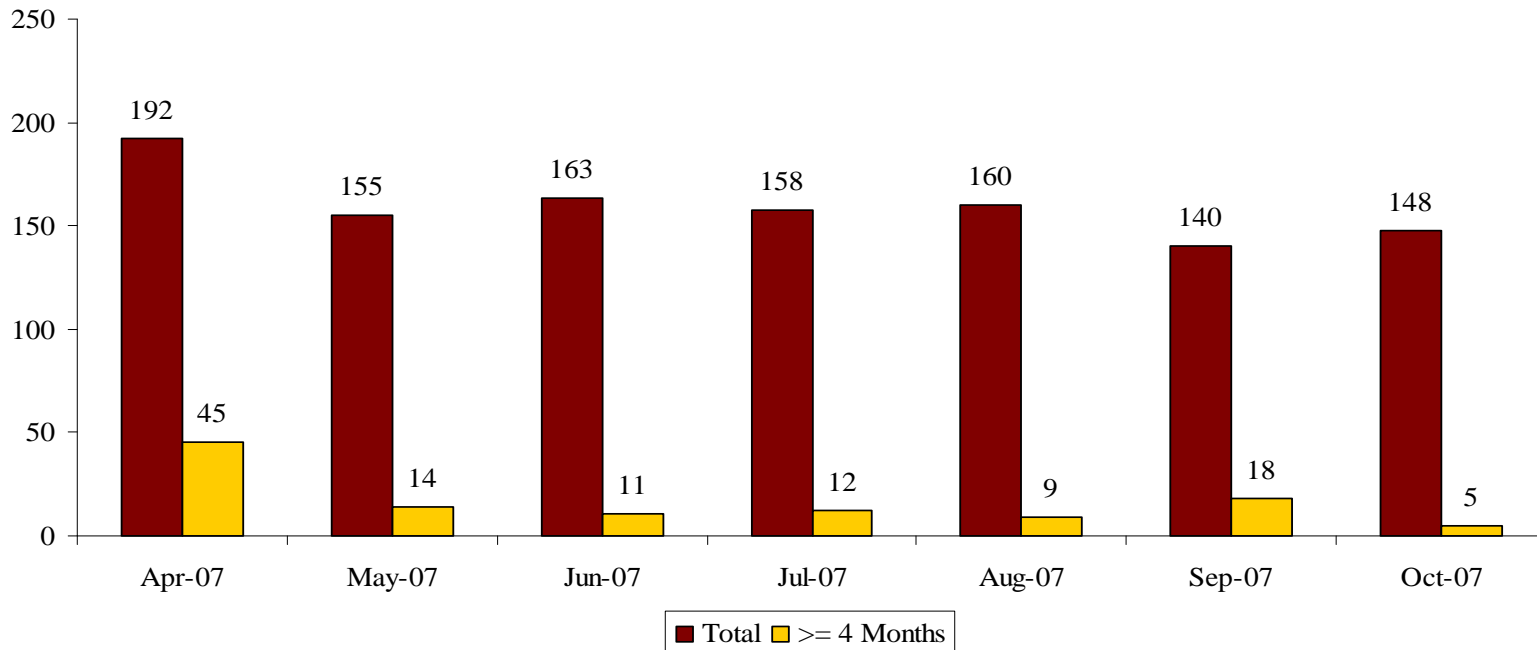
## Reducing the Pending Placement Population

Between April and October, 2007:

- DJS reduced the number of youth pending placement for longer than four months by 89%, from 45 to 5.
- DJS reduced the number of youth pending placement for longer than one month by 57%, from 150 to 65.



Youth Pending Placement, Total and Greater than Four Months

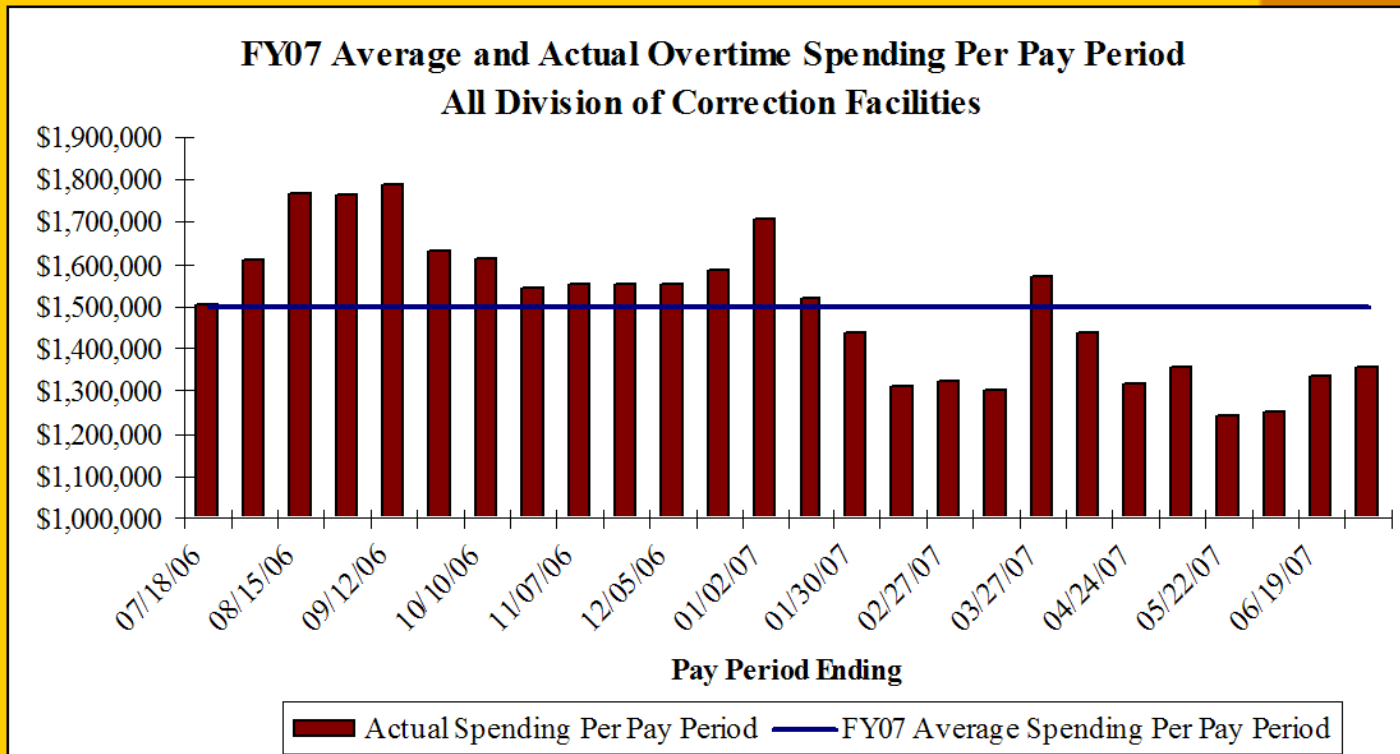


# Department of Public Safety and Correctional Services (DPSCS)

## Reducing Overtime Expenditures

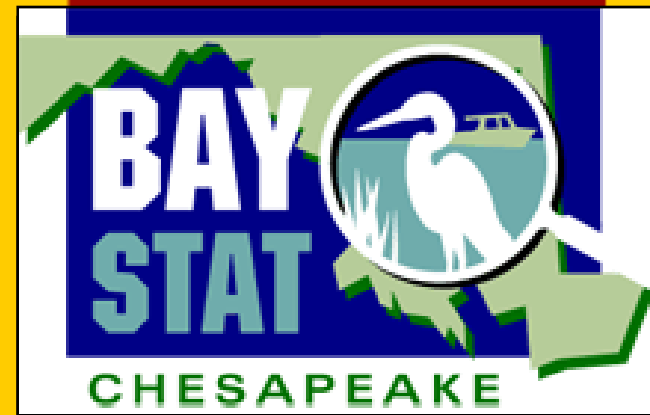


The Division of Correction saved \$2.9 million dollars in overtime in the second half of fiscal year 2007 by closing the House of Correction. The Division projects it will save at least an additional \$3 million in the next fiscal year.



# BayStat Process

BayStat tracks efforts across the state to improve the health of the Chesapeake Bay. Meetings offer opportunities to evaluate progress and identify areas for collaboration.



**1 Current Health**  
**2 Sources of the Problems**  
**3 Solutions**

How To Navigate the BayStat Site

There are several keystones to the Bay Restoration. To be effective, programs must reduce the amounts of pollution flowing into the Bay, particularly nitrogen, phosphorus and sediment.

More Information:

- Executive Order
- BayStat Fact Sheet
- Press Releases
- BayStat Meetings
- What Can You Do?
- Public Input

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**A Statewide Initiative**

On February 14, 2007, Governor Martin O'Malley created BayStat by [executive order](#). Based on the CitiStat program created by the Governor in Baltimore six years ago.

The State of Maryland has many programs to accomplish these goals. The intent of BayStat is to assure that each separately is reaching its maximum efficiency and that together they complement each other to assure maximum overall efficiency and effectiveness. These programs are divided among four environmental agencies: Agriculture, Environment, Natural Resources and Planning, and, the University of Maryland. Each month the agency programs are scrutinized by the Office of the Governor and the Secretaries of the respective agencies.

BayStat Headquarters, Governor O'Malley meets monthly with State Agencies to monitor progress on Bay health.

**About BayStat**

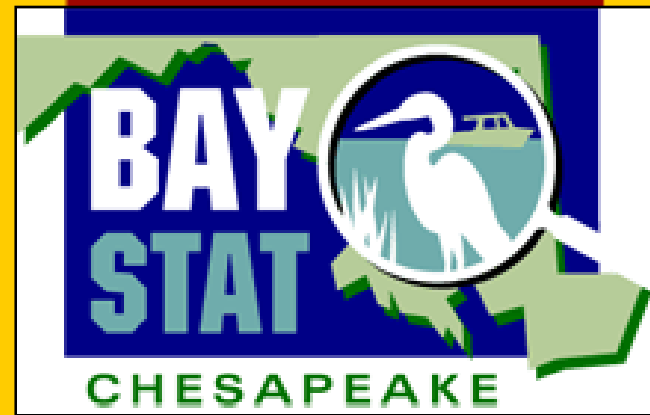
The State of Maryland implements many bay-related programs. Initially, BayStat will tackle the 39 programs identified in the Tributary Strategies designed to meet our nutrient and sediment reduction goals. These include a wide variety of agricultural best management practices, improvements to point sources (such as upgrades to waste water treatment plants), runoff from urban areas, and the destruction of our streams and shellfish. The

It is our intent to continually update and refine this website. As a

## BayStat Agencies Include:

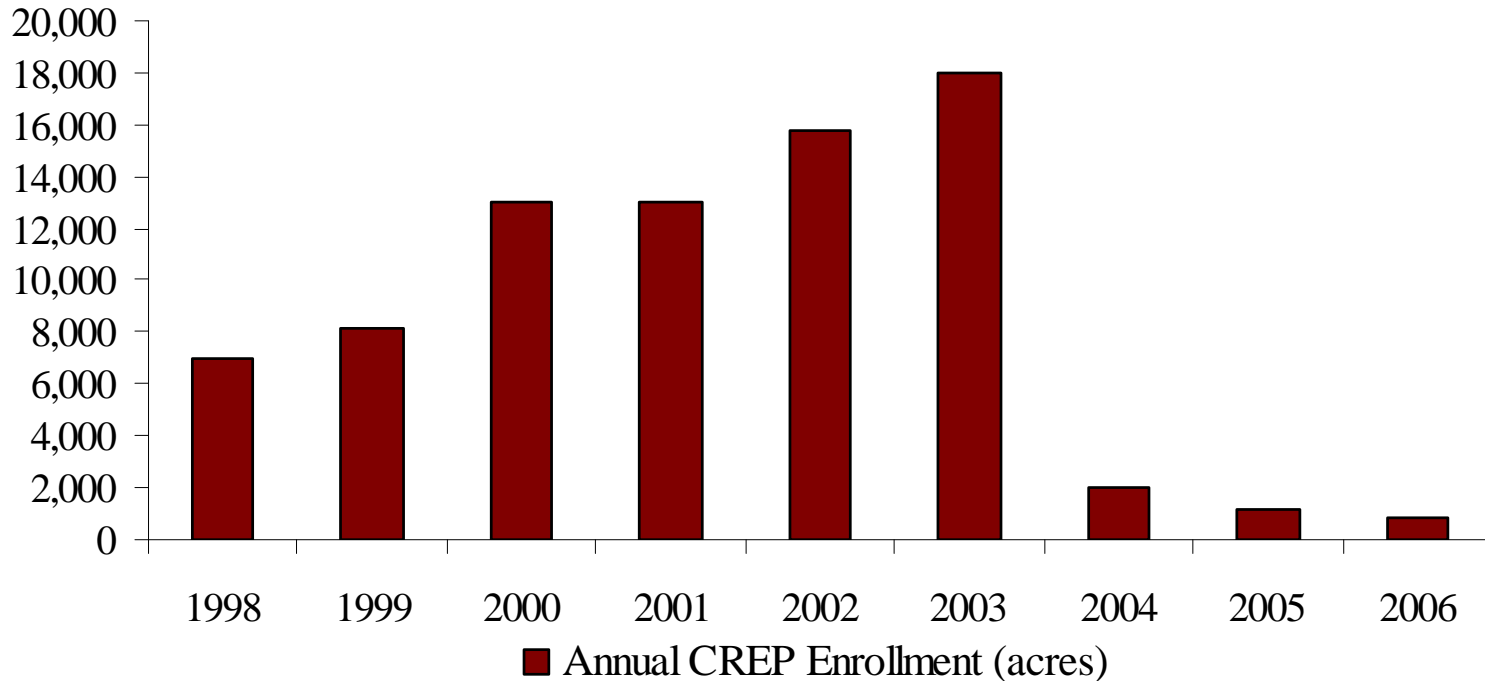
- Department of Agriculture
- Department of the Environment
- Department of Natural Resources
- Department of Planning

# Conservation Reserve Enhancement Program (CREP)

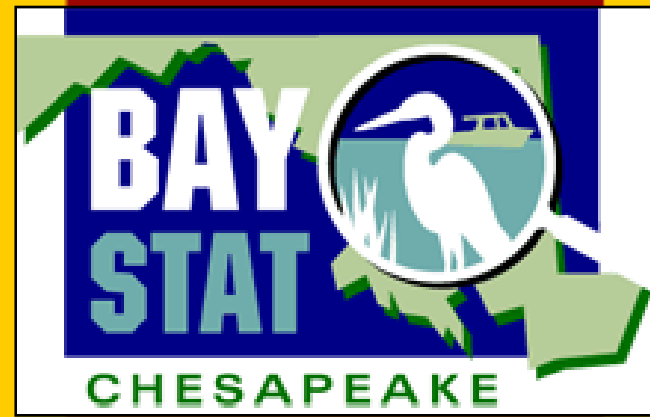


Refocused the CREP program to increase its effectiveness and utilization. Applied to USDA for revitalized program.

Annual CREP Enrollment (acres)

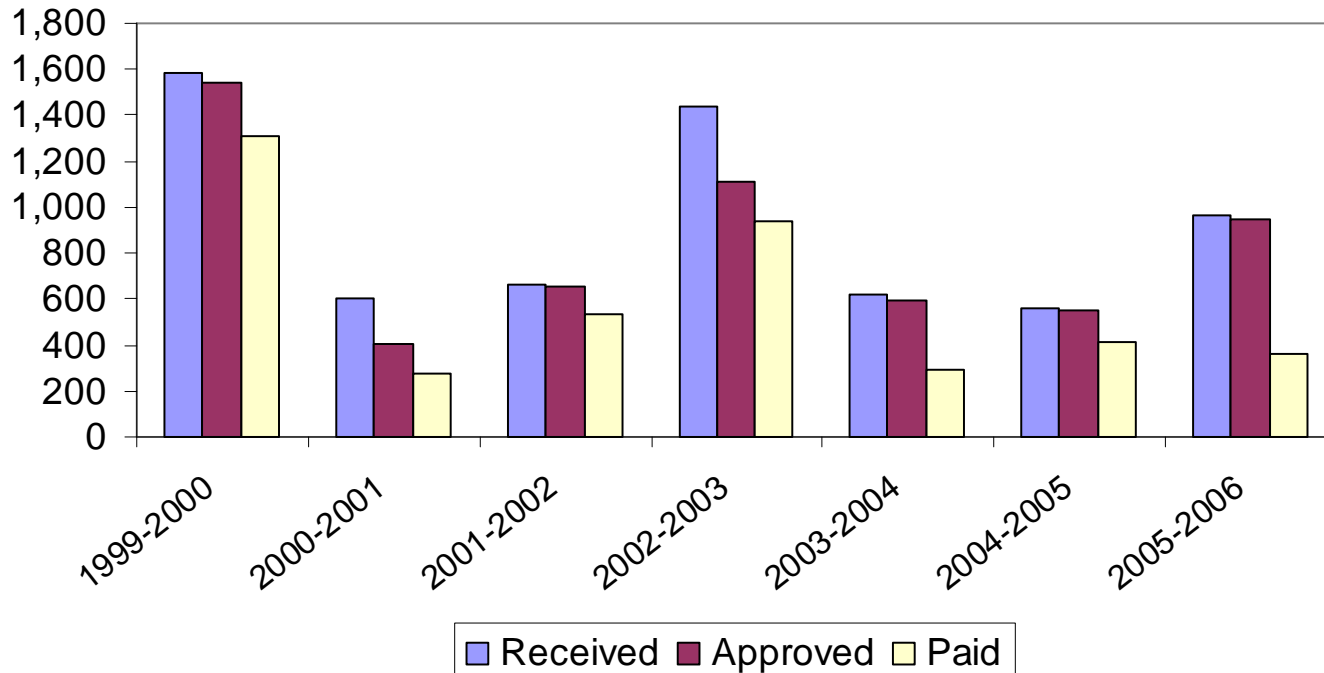


# Cover Crops



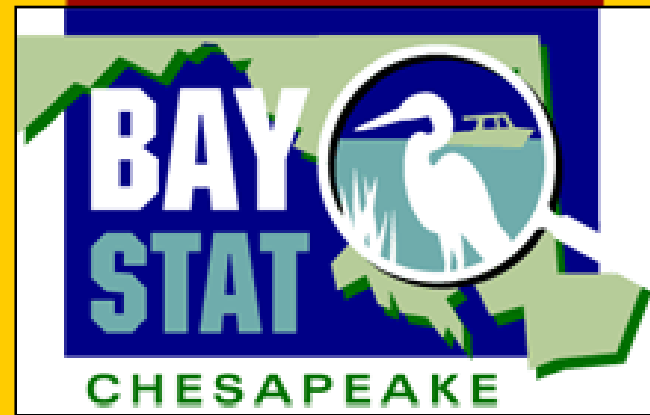
As one of the most cost effective Bay restoration programs, BayStat identified the need for:

### Cover Crop Program Applications



- Better targeting of limited cover crop resources.
- Increased state investment in time to deal effectively with the problem.
- Possible legislative solution to directing a portion of the Bay Restoration Fund to cover crop implementation in emergency situations.

# Program Open Space Targeting



Established new, targeted criteria for state land purchases with Program Open Space funds. The new criteria make sure that the program is driven by measurable, annual targets.

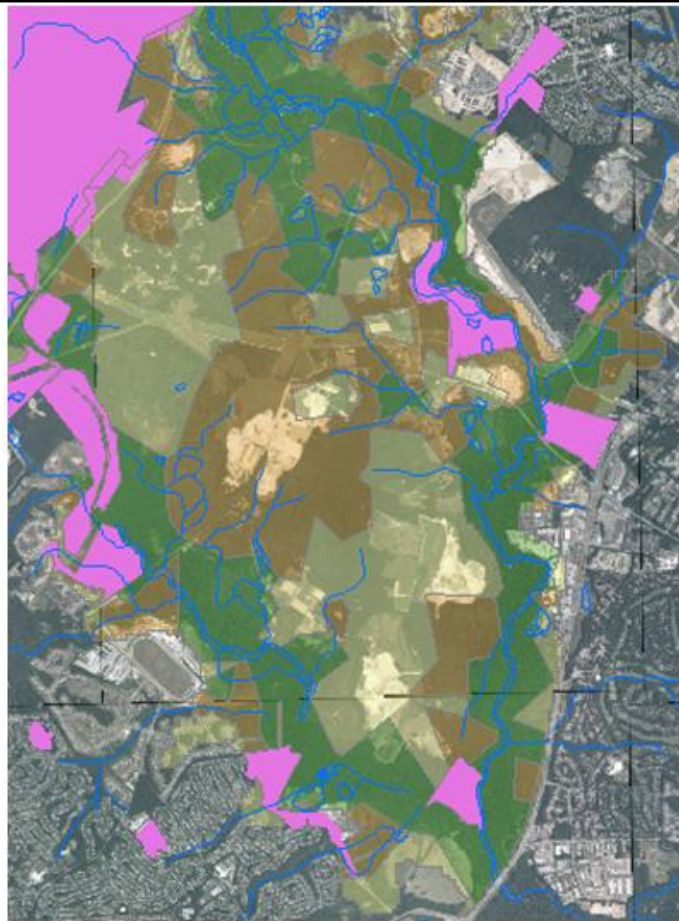
Rank individual parcels within priority areas

### Parcel Scoring Criteria

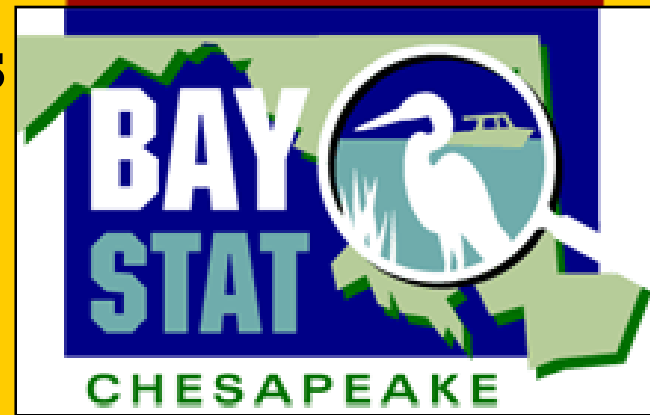
- Contiguity with other habitat
- Rare species
- Aquatic life hotspots
- Water quality protection

### Parcel Rank

-  High rank
-  Medium rank
-  Low rank
-  Protected Lands
-  Rivers/Streams

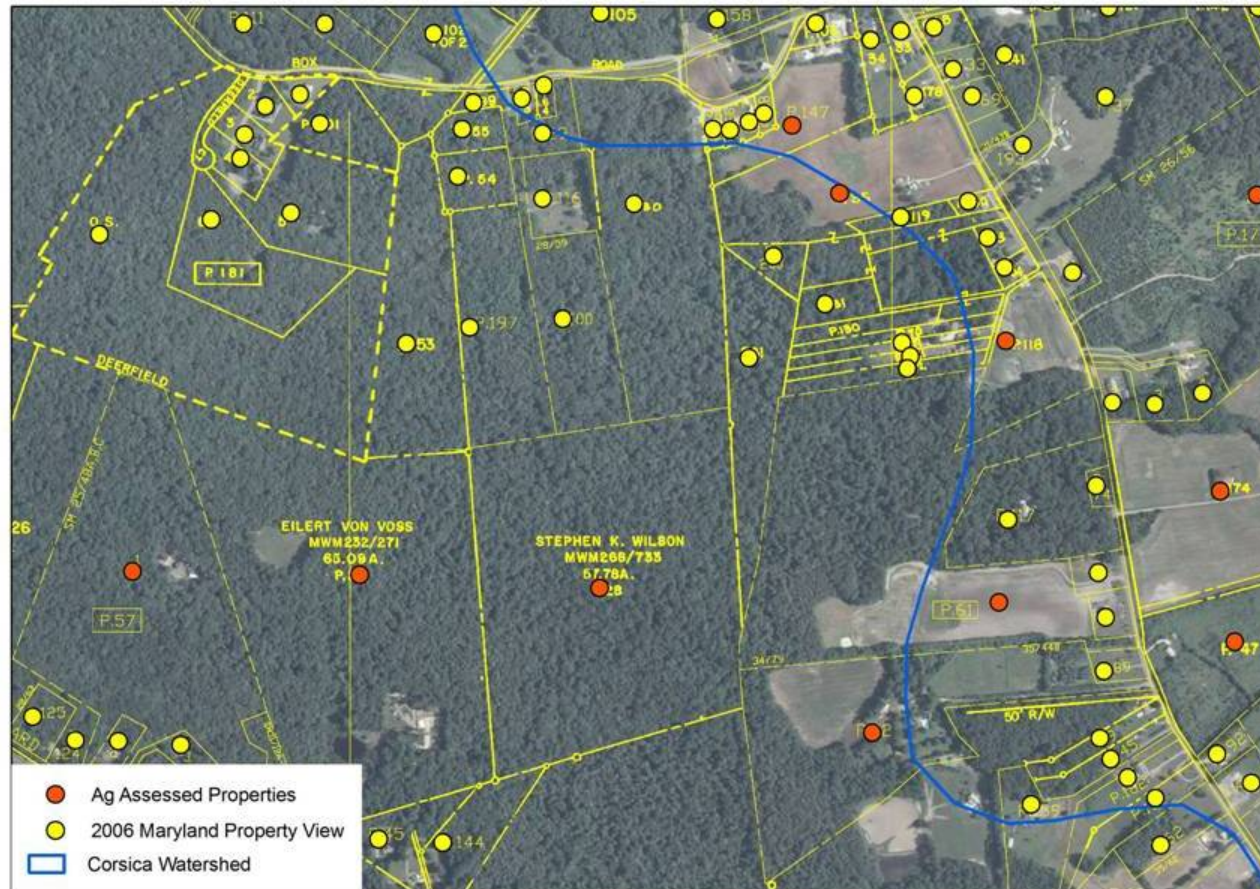


# Geographic Information Systems (GIS)



Creation of a statewide parcel map and creation of a GIS layer with data for BMPs and other agricultural data.

MPV Parcels with Tax Map



## O'Malley installing StateStat

### Statistics-based management is coming to Md. government

By Justin Fenton

Sun reporter

February 12, 2007

StateStat -- a variation of the acclaimed, statistics-based government management program that Gov. Martin O'Malley developed while mayor -- is coming with him to Annapolis, and with it, the sort of biweekly meetings that subjected Baltimore officials to stiff questioning over everything from rising overtime pay to unfilled positions.

Public policy experts and officials across the country have called O'Malley's development of CitiStat a shining example of government efficiency realized; workers have compared it to facing the Spanish Inquisition.

"Our new secretaries will be given a crash course at the next Cabinet meeting," O'Malley said with a wink.

But implementing the program on the state level will be no easy task. For starters, Baltimore's \$2.4 billion

## Governor's symbolic start to reducing Maryland's \$1.4B deficit

Daily Record, The (Baltimore), May 17, 2007 by Dori Berman

With a backdrop of cars featuring "for sale" signs, Gov. Martin O'Malley Wednesday launched his sales pitch for a revenue-finding mission that will likely end with increased taxes.

O'Malley announced that he plans to cut the number of vehicles in the governor's office fleet from 24 to 12,

saving the state largely symbolic commitments, asked last week fleets.

"We believe it is during a well-structured imagine. This is

Ever since new has been dominating the General As

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Friday, Feb. 16, 2007

## Reporters Notebook: StateStat debuts, but only a little at a time

E-mail this article | Print this article

The gov promised his StateStat program would bring more accountability, but apparently only in mea

More News Thursday morning, the gov invited the Annapolis press corps to witness his Cabinet the program, which collects data on the delivery of services to look for efficie

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## Jessup's Doors Slam Shut for Good

Gov. O'Malley Calls Facility's Closure 'Step One' In Fixing Maryland's Trouble

By John Wagner and Rosalind S. Helderman  
Washington Post Staff Writers  
Tuesday, March 20, 2007; B01

Maryland Gov. Martin O'Malley strolled confidently alongside a three-story-tall each barely large enough to contain the rusting metal bed frame attached to the and the tiny sink.

For decades, prisoners packed into these 6-by-9-foot spaces had been responsive another and on the officers guarding them. But yesterday, at O'Malley's order, the at Jessup was finally empty.

"We're better than this as a people," O'Malley (D) said as he formally closed the maximum-security prison. "Today's a historic day because our state government own responsibility. . . . For years and years, this facility, which predates Alcatraz obsolete."

The event, which drew a throng of reporters, had a celebratory feel as the new five weeks of secrecy that led to the last of the prison's 842 inmates being trans

Since his November election, O'Malley has repeatedly said that the state's trouble Correction, widely considered Maryland's most dangerous, was "step one," O'M

## Maryland Launches BayStat Website

Posted on September 18, 2007

ANNAPOLIS (September 18, 2007) — Last Wednesday, Governor Martin O'Malley officially launched Maryland's BayStat website: [www.baystat.maryland.gov](http://www.baystat.maryland.gov). The Governor's office calls BayStat an innovative new tool that will afford citizens greater, more immediate access to information on the health of Chesapeake Bay and its tributaries, and the status of related State programs and decision-making.

"We designed BayStat to help us better coordinate, track, target - and ultimately improve—our statewide restoration efforts," said Governor Martin O'Malley. "This new website takes State accountability to a new level, bringing transparency to the business of restoring the Bay by affording our citizens access to candid interpretations of the Bay's health and the effectiveness of the programs that address it."

While still in its infancy, data about water quality, nutrient and sediment loads, biotic integrity, fish species, wetlands and forest buffers are already available through the website, and enhancements are being made daily.

"The site will provide citizens access to much of the same data we use to evaluate State activities and monitor setbacks and successes," said Dave Goshorn, Director of the Maryland Department of Natural Resources Office of Sustainability and the



Apparel and accessories about the Bay, for the Bay [www.BeTheBay.com](http://www.BeTheBay.com)

Wanna Catch Big Rockfish? Sport fishing on the Chesapeake Bay aboard Jessie Girl a 48' Chesapeake ChesapeakeBaySportFishing.com

Fisherman's Dock Looking for a unique getaway? Stay on the water in a custom ark. [www.fishermans-dock.com](http://www.fishermans-dock.com)

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Word of the Day: [obdurate](http://www.dictionary.com) from Dictionary.com

of openness and transparency, appointees and other

as modeled after New York weeks to drill down into w

ayStat.

ats who identify what wor

llagher, O'Malley's deputi could be asked to make "rea ses.

# For More StateStat

To learn more about Governor O'Malley's StateStat Program, visit the State of Maryland's website:

**[www.state.md.gov/statestat](http://www.state.md.gov/statestat)**

The site includes additional background information, report links, and StateStat news stories.





**STATE  
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**MARYLAND**

Governor Martin O'Malley