

# Governor's Delivery Unit

## Introduction

Governor Martin O'Malley ran for office in 2006 with a commitment to make government work again for the people of our State. Since then, Governor O'Malley has instituted StateStat – a system of performance-based management – to make our State government more accountable and efficient.

Last year, Governor O'Malley created the Delivery Unit as an extension of StateStat to work with state agencies to align state and federal resources around 15 strategic and visionary goals to improve the quality of life in

Maryland. The goals are broadly categorized into four key areas – skills, security, sustainability, and health – reflecting the challenges and opportunities we face as a state in the 21st Century.

## Background

The Governor's Delivery Unit is modeled after Prime Minister Tony Blair's Delivery Unit developed in the United Kingdom. The Prime Minister's Delivery Unit was created in 1997 to help oversee reforms in health, education, transportation and criminal justice.

## Governor O'Malley's 15 Strategic Policy Goals

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### SKILLS

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#### **I. Create, Save or Place Residents into 250,000 Growth Sector Jobs in by End 2012**

During times of economic crisis, no task is more important for government than that of supporting jobs and jobs growth. To that end, the O'Malley-Brown administration has set a goal of creating, saving, or placing residents into 250,000 growth sector jobs in Maryland through some level of State action by the end of 2012. To meet this goal, Maryland's Department of Business and Economic Development (DBED) has drafted an interagency jobs plan that includes the following core strategies:

1. Effectively coordinating the relocation and expansion of jobs associated with the Federal Government's recent Base Closure and Re-alignment Commission (BRAC) decisions;
2. Aggressively seeking additional federal facilities;

3. Maximizing federal recovery funding;
4. Creating and retaining jobs through DBED's business development and services efforts;
5. Facilitating the generation of "green industries and green jobs;"
6. Increasing the number of teachers and nurses graduating from Maryland institutions; and
7. Increasing the number of job-seekers trained and placed into jobs in Maryland through the State's workforce development programs.

Implementation targets and benchmarks have been established in each category to track progress, with regular follow-up conducted through agency and Workforce/Skills Subject Matter stat meetings.

#### **II. Improve Student Achievement, and School, College and Career Readiness in Maryland by 25% by End 2015**

Building on Maryland's "Number 1-in-the-Nation" public school system, the O'Malley-Brown Administration has set a goal of markedly improving

student achievement and readiness in Maryland by providing the State's students with the skills needed to compete and succeed in the emerging global economy.

To accomplish this, the Administration is working with State educators and private sector representatives, particularly those whose workforce needs require specialized education initiatives and programs, to:

1. Maximize ARRA and other federal funding opportunities;
2. Raise standards and adopt internationally benchmarked assessments;
3. Develop a comprehensive statewide longitudinal data system;
4. Close the “readiness gap” for school, college, and the workforce;

5. Enhance science, technology, engineering and math (STEM) education;
6. Expand career and technology education (CTE); and
7. Provide added teacher and principal support.

A Delivery Plan, comprised of goal attainment related actions and implementation benchmarks, is being developed for completion in November 2009. Progress toward delivery will be monitored by the GDU and assessed regularly at agency and cross-agency stat meetings.

### **III. Improve the Marketable Skills of Maryland’s Adult Workforce by 20% by End 2012**

Reinforcing its efforts to support jobs growth and to better position the State to compete in the emerging global economy, the O’Malley-Brown Administration has set a goal of improving the skill levels of Maryland’s adult workforce by 20%. Led by the State’s Department of Labor, Licensing, and Regulation (DLLR), the State is pursuing policies and programs to ensure that all adult workers who want to enroll in an apprenticeship program, or earn a professional credential or certification, have the opportunity to do so.

The Administration’s work should result in a refocused workforce system in Maryland that provides the State’s

unemployed, newly dislocated workers, and low wage incumbent workers with the skills to compete for and succeed in the middle and high skill jobs of the new economy. A Delivery Plan, comprised of specific skills-enhancement strategies and implementation benchmarks, is being developed for completion in November 2009. Progress toward delivery will be monitored by the GDU and assessed regularly at agency and cross-agency stat meetings.

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## **SECURITY INTEGRATION**

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### **IV. Reduce Violent Crime in Maryland by 10% a Year**

To reduce violent crime by 10% in 2009, Maryland will have to achieve a reduction of 3,539 violent incidents, comprising crimes in the categories of murder, rape, robbery or aggravated assault, as defined by federal Uniform Crime Reports guidelines. The Governor’s Office of Crime Control and Prevention has led an inter-agency effort to establish the following five (5) component strategies of the State’s comprehensive violent crime reduction plan:

1. Identify high risk offenders, hold them accountable, and improve outcomes for offenders through effective re-entry services;
2. Enhance warrant service to swiftly remove violent offenders from the streets;

3. Maximize the use of DNA samples and findings to convict the guilty and exonerate the innocent;
4. Expand efforts to reduce illegal gun use and possession;
5. Modernize crime fighting and information sharing by maximizing the use of the best available technology.

Implementation targets and benchmarks have been established in each category to track progress, with regular follow-up conducted through agency and Security Integration Subject Matter Stat meetings.

## **V. Reduce Violent Crimes Committed Against Women and Children by 25% by End 2012**

In addition to the goal of reducing the overall incidence of violent crime in Maryland, the Administration has further prioritized the reduction of violent crime against women and children. Strategies to reduce violent crime against women and children include comprehensive efforts by child-serving agencies, primarily the Department of Juvenile Services and the Department of Human Resources, to create safer, more stable environments for Maryland youth. These efforts include specific target goals for reducing out-of-state and group home placement of youth in the juvenile and social services systems, and for expanding the use of evidence-based services and intensive monitoring for

youth with high risk of being victims or perpetrators of violence.

Additionally, the Governor's Office of Crime Control and Prevention (GOCCP), which facilitates the Governor's Family Violence Council, has implemented for the first time in Maryland a system for accurate tracking by law enforcement of crimes of Domestic Violence to better pinpoint incidence of crime against women. GOCCP has set targets for prioritizing and expanding the use of DNA analysis for sex offenses to solve outstanding cases and arrest those committing violence against women. Progress will be monitored by the GDU and assessed regularly at agency and cross-agency stat meetings.

## **VI. Make Maryland the National Leader in Homeland Security Preparedness by End 2012**

The Governor's Office of Homeland Security (GOHS) has defined the following twelve (12) Core Sub-Goals for Homeland Security Preparedness, the achievement of which will position Maryland as the Nation's preparedness leader, with robust capabilities to respond to the various categories of homeland security threat:

1. Develop an interoperable communications and information technology infrastructure to allow first responders to talk to one another and share information across jurisdictions and vertically with the State;
2. Develop an information sharing structure that addresses local and regional issues and that feeds data and product into Regional Information Centers and MCAC for connection, analysis, and redistribution;
3. Every metropolitan region should have Type 1 HAZMAT and Explosive Device Response Teams;
4. Develop a system of coordination to facilitate the acquisition of universally compatible personal protective equipment and breathing protection for first responders appropriate to local hazards;
5. Maximize participation from hospitals, pharmacies, and include key sources of biological, medical, and public health related information into Maryland's bio-surveillance systems;
6. Develop and implement a system for site visits and use a unified statewide database for storing regularly updated critical infrastructure information;
7. Develop a single statewide exercise and training strategy which coordinates all state agency and local exercises and trainings;
8. Develop a robust CCTV system that monitors key public resources and critical facilities and interconnects various currently individual systems creating a blanket of video security;
9. Develop Maryland's medical technology infrastructure to provide information sharing, resource tracking, and patient tracking;
10. Update and draft necessary plans according to Maryland's Hazards;
11. Inventory all publicly owned back-up power resources which could be distributed during an emergency event and pre-plan for their distribution;
12. Implement systems to full-harden Maryland's maritime facilities, rail, bridges, roads, and tunnels.

Progress related to the Administration's homeland security goals is monitored through GOHS's Joint Executive Committee, in addition to Security Integration Subject Matter Stat meetings. A Delivery Plan is being developed in conjunction with GOHS, for completion in November 2009, including specific target metrics to gauge progress toward the achievement of

each of the 12 Core Goals. This Plan is intended to serve as a model for comprehensive Homeland Security planning nationwide. Regular follow-up is conducted through agency and Security Integration Subject Matter

stat meetings, and through the Governor's Office of Homeland Security's Joint Executive Council on Homeland Security.

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## SUSTAINABILITY

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### **VII. Accelerate Bay Restoration Efforts to Reach the Healthier Bay Tipping Point by End 2020**

The healthier Chesapeake Bay tipping point will be reached when the Chesapeake Bay is able to cleanse and maintain itself via its own natural processes. The O'Malley-Brown Administration and Maryland's bay restoration partners have developed an innovative new approach (and Delivery Plan) for restoring the Bay, centering on specific actions with near term (2 year) milestones instead of more-general long-term goals. The first set of milestones consist of a suite of 27 expanded and accelerated actions, the achievement of which will result in an additional reduction of 3.75 million pounds

of nitrogen and 193,000 pounds of phosphorus from reaching the Bay by the end of 2011.

The 27 actions span four major sectors: Agriculture – Implementing Best Farming Practices, Reducing Pollution from Developed Lands, Restoring Natural Filters on Private Lands, and Restoring Natural Filters on Public Lands. The performance milestones will be recalibrated every two years until 2020. Contingent actions can be added at anytime. Progress toward delivery is monitored by the GDU and assessed regularly at monthly BayStat meetings.

### **VIII. Double Transit Ridership in Maryland by End 2020**

Easily accessible, high quality public transportation fosters more livable communities, provides greater mobility, expands economic activity, contributes to the recovery of the Chesapeake Bay, and reduces the production of greenhouse gases that cause global warming. Recognizing these benefits, the O'Malley-Brown Administration has set a goal of doubling transit ridership in Maryland by 2020. Maryland's Department of Transportation (MDOT) is working to achieve this

goal by ensuring quality service, improving safety and security, expanding transit service, and supporting the advancement of Transit-Oriented Development (TOD). A Delivery Plan, comprised of relevant actions and implementation benchmarks, is being developed for completion in November 2009. Progress toward delivery will be monitored by the GDU and assessed regularly at agency and cross-agency stat meetings.

### **IX. Reduce Per Capita Electricity Consumption in Maryland by 15 % by 2015**

Governor O'Malley launched the EmPOWER Maryland program in July 2007 to provide affordable, reliable, clean energy for Maryland consumers. The goal is comprised of two principle components:

1. A 15% reduction in projected peak demand by 2015 and
2. A 15% reduction in per capita electricity consumption based on 2007 levels by 2015.

EmPOWER Maryland relies on both electric utility and State programs. The utilities have begun implementing a series of programs for the State's residential,

commercial, governmental, and industrial sectors to reduce the overall electricity consumption in Maryland. These efforts are being augmented by State programs that are designed to improve energy efficiency across all sectors via various grant, loan and incentive programs. The State's programs are being administered by the Maryland Energy Administration (MEA). A Delivery Plan, comprised of relevant actions and implementation benchmarks, is being developed for completion in November 2009. Progress toward delivery will be monitored by the GDU and assessed regularly at agency and cross-agency stat meetings.

## **X. Increase Maryland's Renewable Energy Portfolio by 20% RPS by 2022**

Leading by example, Maryland was one of the first states to adopt a Renewable Portfolio Standard (RPS) in 2004. An RPS is a requirement that the State's electric power providers generate or purchase a specified percentage of the power from renewable energy resources - thereby guaranteeing a market for electricity generated from renewable energy resources. Maryland's RPS, as amended in 2007 and 2008, requires electricity suppliers to provide electricity by 2022 that is 20% from renewable resources. The O'Malley-Brown

Administration's Plan for achieving this goal centers on supporting and exploiting renewable energy generation and utilization opportunities through various grant, loan and incentive programs. A Delivery Plan is being developed for completion in November 2009. The plan will include relevant implementation targets and benchmarks, with progress toward delivery monitored by the GDU and assessed regularly at agency and cross-agency stat meetings.

## **XI. Reduce Maryland's Statewide Greenhouse Gas Emissions by 25% by 2020**

In April of 2007, Governor O'Malley established, by Executive Order, the Maryland Climate Change Commission and charged it with developing a plan to address the drivers of climate change; prepare for its likely impacts; and establish goals and timetables for implementation. Subsequent to the establishment of the Commission, the Maryland legislature enacted and the Governor signed legislation in 2009 that requires Maryland to reduce its greenhouse gas emissions by

25% from 2006 levels by 2020. To achieve this goal, the O'Malley-Brown Administration is working with the Climate Change Commission to expedite the implementation of its plans. The Commission's plans should be completed by November 30, 2009 and progress towards delivery will be monitored by the GDU and assessed regularly at agency and cross-agency Stat meetings.

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# HEALTH

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## **XII. End Childhood Hunger in Maryland by 2015**

Last year 206,853 children in Maryland were determined to be food insecure by Feeding America, a national non-profit. Food insecurity is defined by the USDA as children with disrupted eating patterns or reduced food intake (i.e. children who are hungry). To address this unconscionable problem, the O'Malley-Brown Administration has set a goal of ending childhood hunger in Maryland by 2015. Spearheaded by the Governor's Office for Children and Share Our Strength (a national non-profit organization), a partnership involving various public and private sector partners is working to end childhood hunger in Maryland by ensuring :

1. All eligible families with children participate in the Supplemental Nutrition Assistance Program (SNAP, formally Food Stamps);
2. All Maryland children have access to a healthy breakfast;

3. Summer meals are within reach of all children in need;
4. Support for nutritious meals for pregnant women and young children is expanded through the Women, Infants, and Children, and the Child and Adult Care Food programs; and
5. Economic security for working families is enhanced through expanded utilization of the Earned Income Tax Credit and other programs.

The most immediate and effective way to reduce childhood in Maryland will be through expanding the number of children participating in the above referenced programs. A Delivery Plan, comprised of goal attainment related actions and implementation benchmarks, is being developed for completion in November 2009. Progress toward delivery will be monitored by the GDU and assessed regularly at agency and cross-agency stat meetings.

### **XIII. Establish Best in the Nation Statewide Health Information Exchange and Electronic Health Records Adoption by End 2012**

The adoption of electronic health information systems (Health IT) greatly reduces the high administrative costs associated with health care, and provides more-comprehensive treatment capacity for hospitals and physicians by facilitating real-time access to patient medical information. Achieving “best in the nation” Health Information Technology (Health IT) in Maryland will require the construction of robust, multi-stakeholder backed health information exchange and widespread adoption of electronic health records by healthcare providers in the State. The Department of Health and Mental Hygiene (DHMH), through its Maryland Health Care Commission (MHCC), has developed a comprehensive plan to achieve these two core components of Health Information Technology implementation.

Beginning in September 2009, a State-designated non-profit group began construction of the statewide health

information exchange. DHMH and MHCC have developed implementation benchmarks for adding “use cases” to the health information exchange to span the necessities of the diverse stakeholder participants who will participate in the electronic exchange of health information. To promote adoption of electronic health records (EHRs) by medical providers, the State has enacted legislation taking effect on October 1, 2009 to make Maryland the first state in the nation to provide incentives for EHR adoption in line with recently-released federal guidelines. DHMH has set benchmarks for increasing EHR adoption in line with the completion of the statewide health information exchange. Additionally, DHMH is tracking through the GDU and StateStat all available federal funding for Health IT through ARRA, with implementation progress for Health IT initiatives assessed through agency StateStat and Health Subject Matter stat meetings.

### **XIV. Reduce Infant Mortality in Maryland by 10% by End 2012**

Though Maryland has made important strides in reducing infant mortality in the last 20 years, the State’s infant mortality rate has risen slightly since 2005. To reduce infant mortality in Maryland by 10% by 2012, there must be 60 fewer infant deaths in 2012 than in 2009. The achievement of this goal would give Maryland an infant mortality rate of 7.2 (deaths/1,000 births), which would be the lowest rate in Maryland’s history. The Department of Health and Mental Hygiene, through its Family Health Administration, has defined the following three (3) strategies as part of its plan to reduce infant mortality in the State; the strategies represent a comprehensive approach to infant mortality reduction, with target interventions aimed at women before, during, and after pregnancy :

1. Before Pregnancy - Expanded Access to Women’s Comprehensive Health and Wellness Services;
2. During Pregnancy - Earlier Entry into Prenatal Care;
3. After Pregnancy - More Comprehensive Follow Up Care.

The strategic approach defined by DHMH focuses on: assessing data on infant mortality in Maryland and targeting disparities, building on current strengths and partnerships, and taking a comprehensive systems approach. Initially, Baltimore City, Prince George’s County, and Somerset – three jurisdictions with high infant mortality rates – will be targeted by the infant mortality reduction plan. The Plan will build on the good work currently taking place in those jurisdictions, including the Baltimore City Health Department’s “Strategy to Improve Birth Outcomes,” Prince George’s County Health Department’s “Healthy Women, Healthy Lives Program,” and the Somerset County Health Department’s “Babies Born Healthy Program.”

With time, the comprehensive services and outreach efforts developed in these jurisdictions will be expanded to other jurisdictions in order to effect a comprehensive systems change throughout the State. Targets and benchmarks have been established by DHMH for each element of the Infant Mortality reduction plan (Delivery Plan), with regular follow-up conducted through agency StateStat, Health Subject Matter Stat, and multi-stakeholder implementation meetings.

## **XV. Expand Access to Substance Abuse Services in Maryland by 25% by End 2012**

Maryland ranks in the top-3rd of states nationally in terms of substance abuse addiction rates, a problem which contributes not only to public health deficiencies but to criminal activity and over-burdening of the State's prisons. To achieve the goal of a 25% increase in substance abuse services by 2012, the State must increase the unduplicated count of individuals admitted to substance abuse treatment by 8,705 patients, from 34,823 in Fiscal Year 2008 to 43,528 in FY 2012. The Department of Health and Mental Hygiene (DHMH), through its Alcohol and Drug Abuse Administration (ADAA), has highlighted the following four (4) strategies in its plan to increase substance abuse services, and has established goals for increases in number of patients treated as a result of each strategy:

1. Expand Buprenorphine service to 2000 individuals by the end of FY 2011;
2. Redirect payment for substance abuse outpatient care from State-funded grants to Medicaid to maximize the use of federal funding;
3. Re-engineer the existing system of care to mandate expanded access;
4. Develop a Recovery Oriented Systems of Care Model in Maryland to expand the treatment delivery system.

Further, the Department of Public Safety and Correctional Services, which provides extensive treatment opportunities for offenders in Maryland, will work to supplement efforts by DHMH by targeting the full utilization of available treatment slots in correctional facilities. DHMH and ADAA have set targets for increasing the number of patients served through each of the four substance abuse services expansion strategies, progress towards delivery will be monitored by the GDU and assessed regularly at agency and Health Subject Matter stat meetings.