



**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 Background

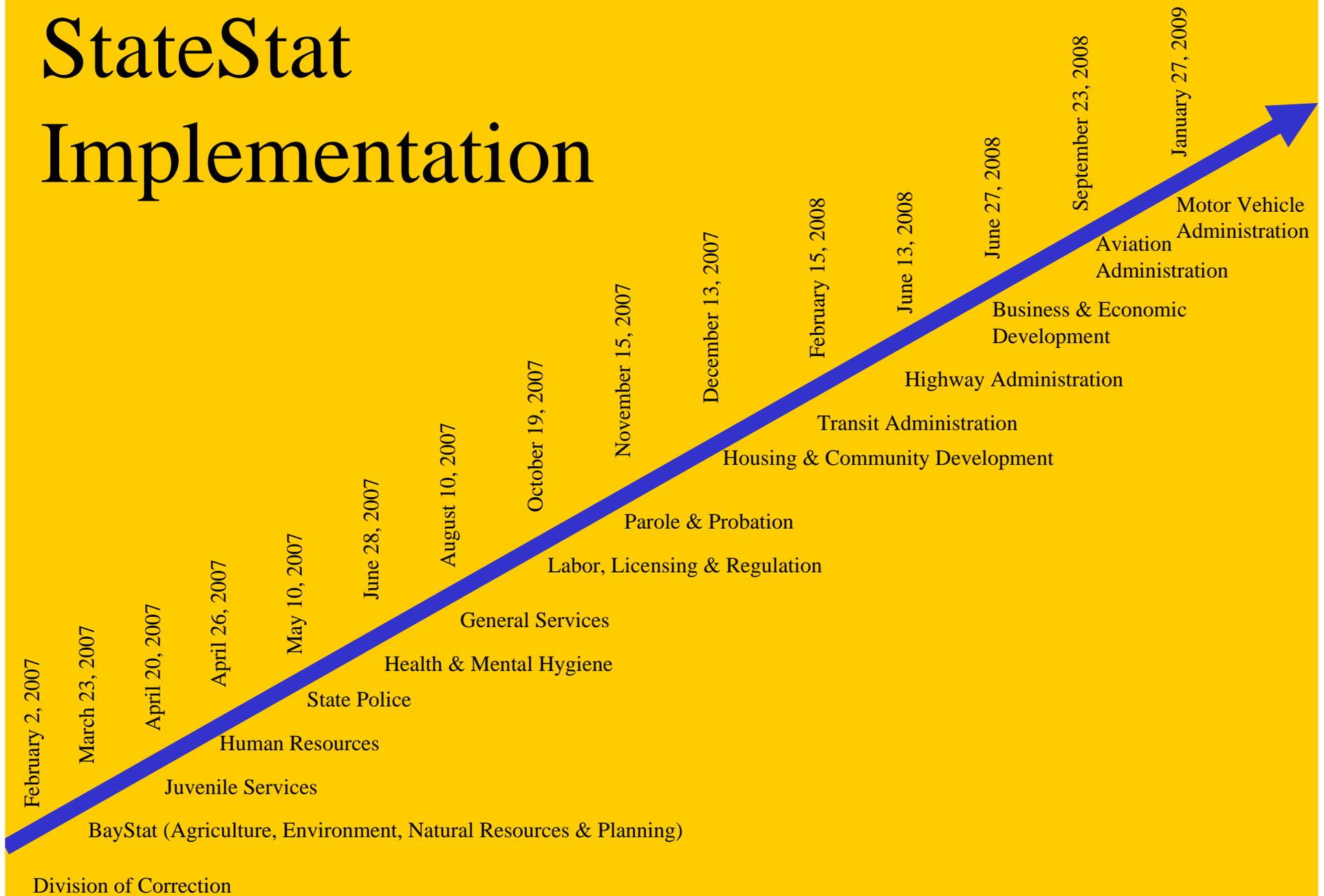


Modeled after a similar program developed by the New York City Police Department and the successful CitiStat program in Baltimore City.

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 Implementation



# 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.

 Department of Public Safety & Correctional Services StateStat Reporting Period: March 2009						
		Goal Achieved: 7.61%			# Waivers: 0	
CURRENTLY AVAILABLE PERIOD (March 2009)						
PROCUREMENT/CONTRACT AWARDS	Agency Total	Ethnic	Women	Disabled / Non-Profit / Sheltered Workshop	Total MBE/WBE	%
Payment Totals	\$19,339,046	\$1,695,535	\$2,391,917	\$338,617	\$4,426,069	22.89%
		\$0	\$0	\$0		
Awards Totals	\$5,118,280	\$181,895 3.55%	\$158,124 3.09%	\$49,691 0.97%	\$389,710	7.61%
Architectural and Engi	\$0	\$0	\$0	\$0	\$0	
Construction	\$0	\$0	\$0	\$0	\$0	
Construction Related	\$0	\$0	\$0	\$0	\$0	
Maintenance	\$102,783	\$8,380	\$2,980	\$0	\$11,360	11.05%
Services	\$3,029,876	\$140,494	\$5,824	\$21,000	\$167,318	5.52%
Supplies and Equipmer	\$561,694	\$15,476	\$58,400	\$16,098	\$89,974	16.02%

# StateStat Process



 <b>Department of Public Safety &amp; Correctional Services</b> StateStat Reporting Period: March 2009												
<b>Management Team</b> Administration: G. Lawrence Franklin Capital Programs: David N. Bezanson Chief of Staff: Thomasina Hiers						 <b>Garg D. Magnard, Secretary</b> Appointed January 2007						
<b>MBE CONTRACT ACTIVITY</b> Mar-09												
Goal Achieved: <b>7.61%</b> # Waivers: <b>0</b> Goal Achieved: <b>29.41%</b> # Waivers: <b>0</b>												
PROCUREMENT/CONTRACT AWARDS	CURRENTLY AVAILABLE PERIOD (March 2009)						YEAR-TO-DATE					
	Agency Total	Ethnic	Women	Disabled / Non-Profit / Sheltered Workshop	Total MBE/WBE	%	Agency Total	Ethnic	Women	Disabled / Non-Profit / Sheltered Workshop	Total MBE/WBE	%
<b>Payment Totals</b>	\$19,339,046.27	\$1,635,534.68 8.77%	\$2,391,917.39 12.37%	\$338,617.04 1.75%	\$4,426,069.11	22.89%	\$170,219,620.71	\$14,381,762.82 8%	\$25,185,301.32 15%	\$1,891,067.74 1%	\$41,458,131.88	24.36%
<b>Awards Totals</b>	\$5,118,280.48	\$181,895.10 3.55%	\$58,124.16 1.13%	\$43,630.99 0.85%	\$389,710.25	7.61%	\$200,101,506.14	\$24,262,378.33 12.13%	\$34,004,748.68 16.99%	\$593,237.08 0.29%	\$58,857,024.15	29.41%
Architectural and Engineering	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$136,612.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$140,835.00	\$20,953.13	\$0.00	\$0.00	\$20,953.13	14.87%
Construction Related	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$626,082.00	\$626,082.00	\$0.00	\$0.00	\$626,082.00	100.00%
Maintenance	\$102,783.00	\$8,380.00	\$2,380.00	\$0.00	\$11,360.00	11.05%	\$1,426,760.00	\$23,535.00	\$76,678.00	\$0.00	\$106,213.00	7.44%
Services	\$3,029,875.57	\$140,434.40	\$5,824.00	\$21,000.00	\$167,318.40	5.52%	\$148,323,126.41	\$20,600,012.63	\$28,658,539.05	\$234,770.85	\$49,493,322.53	33.37%
Supplies and Equipment	\$561,694.00	\$15,478.00	\$8,400.00	\$16,038.00	\$39,374.00	16.02%	\$3,511,424.00	\$47,093.00	\$566,443.00	\$36,089.00	\$709,625.00	7.46%
IT Services	\$431,077.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$28,445,763.35	\$2,206,844.19	\$3,757,259.10	\$0.00	\$5,964,103.29	20.97%
IT Supplies and Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$2,101,388.00	\$572,721.00	\$17,575.00	\$0.00	\$590,296.00	28.08%
Human, Cultural, Social & Educational	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$3,925.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Corporate Credit Card	\$936,323.00	\$16,231.00	\$86,206.00	\$12,530.00	\$115,087.00	12.29%	\$8,048,072.00	\$128,386.00	\$636,215.00	\$171,843.00	\$936,444.00	12.38%
Direct Vouchers	\$56,527.91	\$1,253.70	\$4,714.16	\$2.99	\$5,970.85	10.56%	\$1,336,858.38	\$31,351.44	\$232,039.53	\$86,534.23	\$349,985.20	26.18%

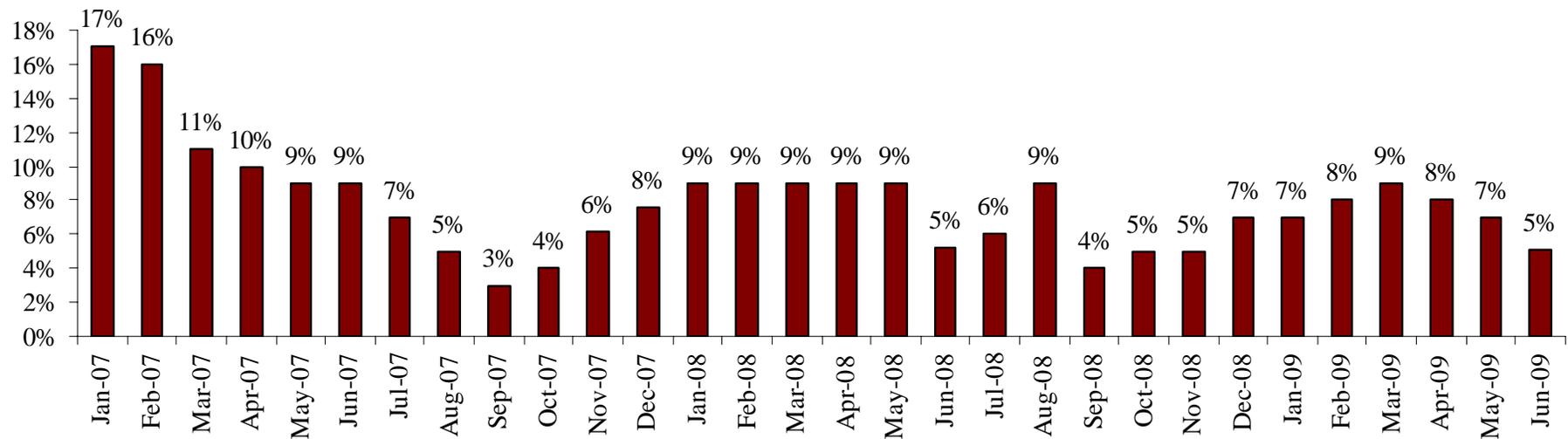
Participating agencies submit customized data templates on a bi-weekly basis to report on key performance indicators.

# StateStat Process



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

**Police Communications Operators: Vacancy Rate, January 2007 to June 2009**



# StateStat Process

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

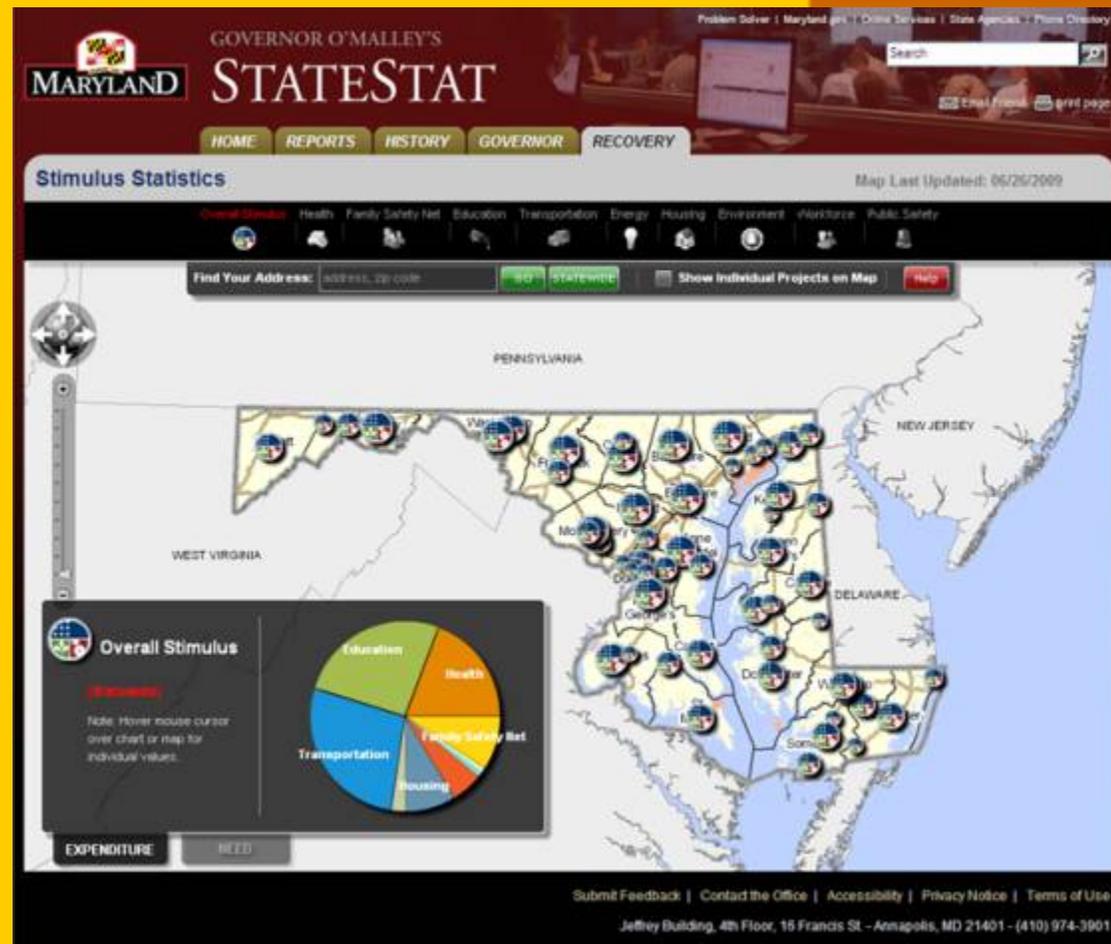
Opportunities to improve coordination and cooperation are identified; strategies to achieve improvement are formulated.



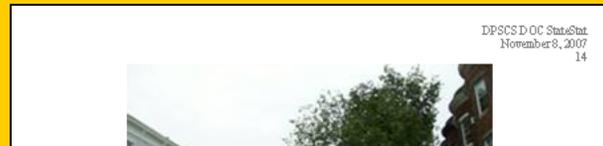
# StateStat Process



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



# StateStat Process



STATE OF MARYLAND  
OFFICE OF THE GOVERNOR

MARTIN O'MALLEY  
GOVERNOR

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 Harnis, 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 reporting 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**

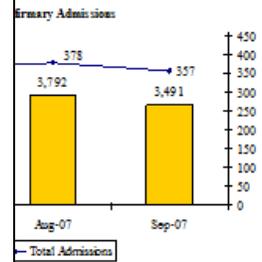
- At the panel's request, the divisions of the Department of Public Safety and Correctional Services (DPS/CS) will now be addressed at alternating weekly StateStat meetings. This Thursday, the Division of Correction and related divisions are present; next Thursday, the Division of Parole and Probation and related divisions will attend.
- DPS/CS 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 DPS/CS 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.



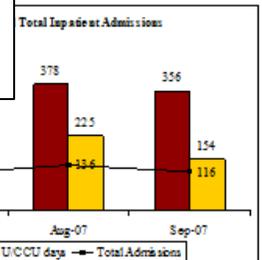
increase in September of the number of approved inpatient days, which the panel is fairly certain is the result of any reduction in total inpatient days the result of any reduction in total inpatient days per month?



DPS/CS DOC StateStat  
November 8, 2007  
14



increase in September of the number of approved inpatient days, which the panel is fairly certain is the result of any reduction in total inpatient days the result of any reduction in total inpatient days per month?



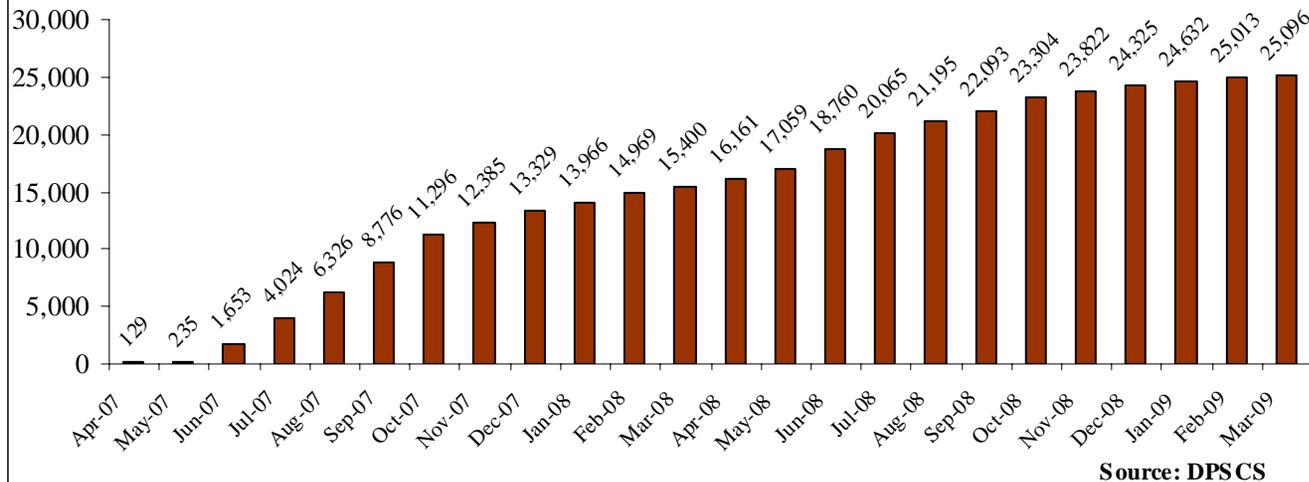
Each week a comprehensive executive briefing is prepared for each agency that highlights areas of concern.

# Build Tools for Public Safety: Maryland's DNA database

To address the number of un-sampled supervisees, The Division of Parole and Probation trained over 600 employees to collect DNA samples. These agents worked through a backlog of supervisees, collecting over 25,000 samples by March 2009.



**Total DNA Samples collected by DPP, by month**



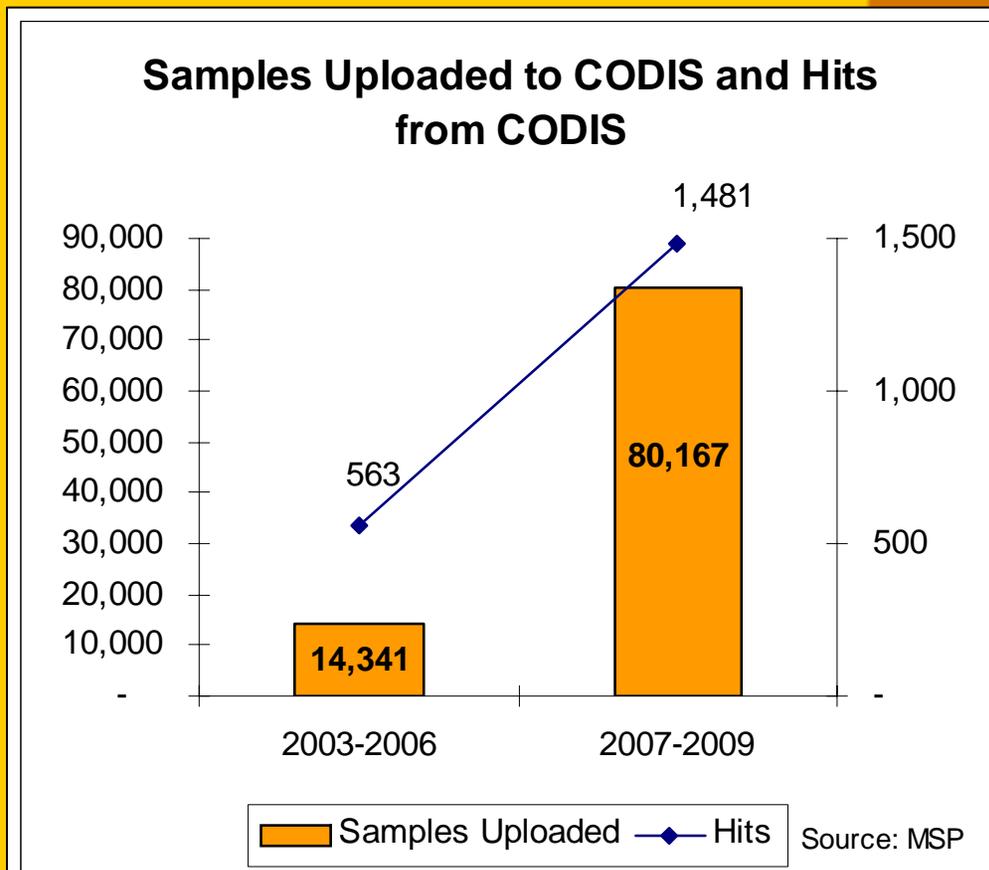
The Division of Correction modified its protocols to ensure **all** eligible state prison inmates give DNA samples.

# Build Tools for Public Safety: Maryland's DNA database



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

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.

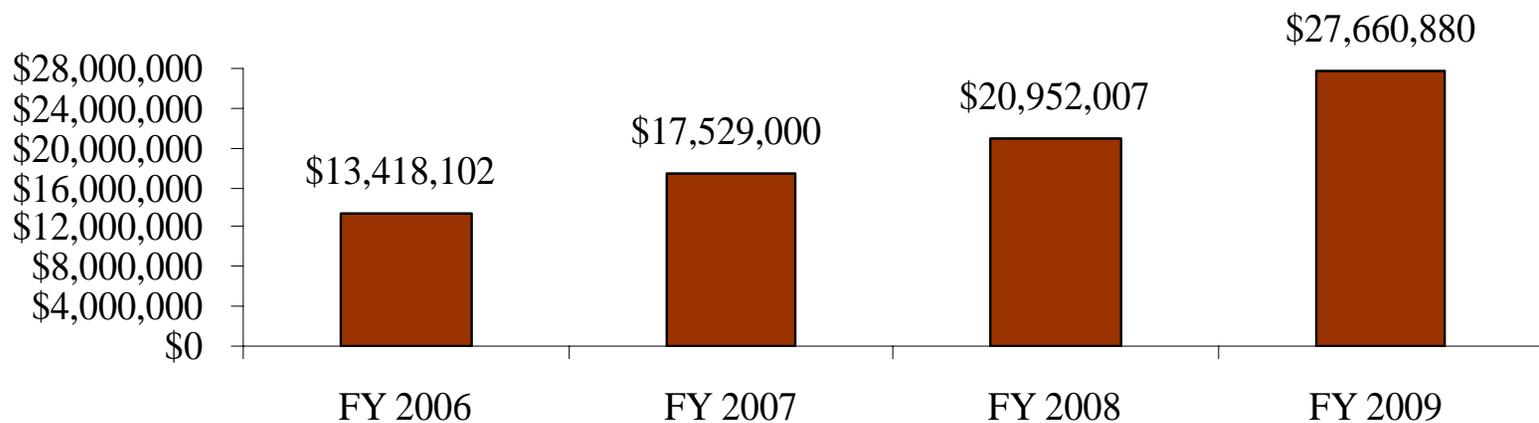
# Department of Health and Mental Hygiene (DHMH)

## 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 and 2009 sessions 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 through FY 2009**

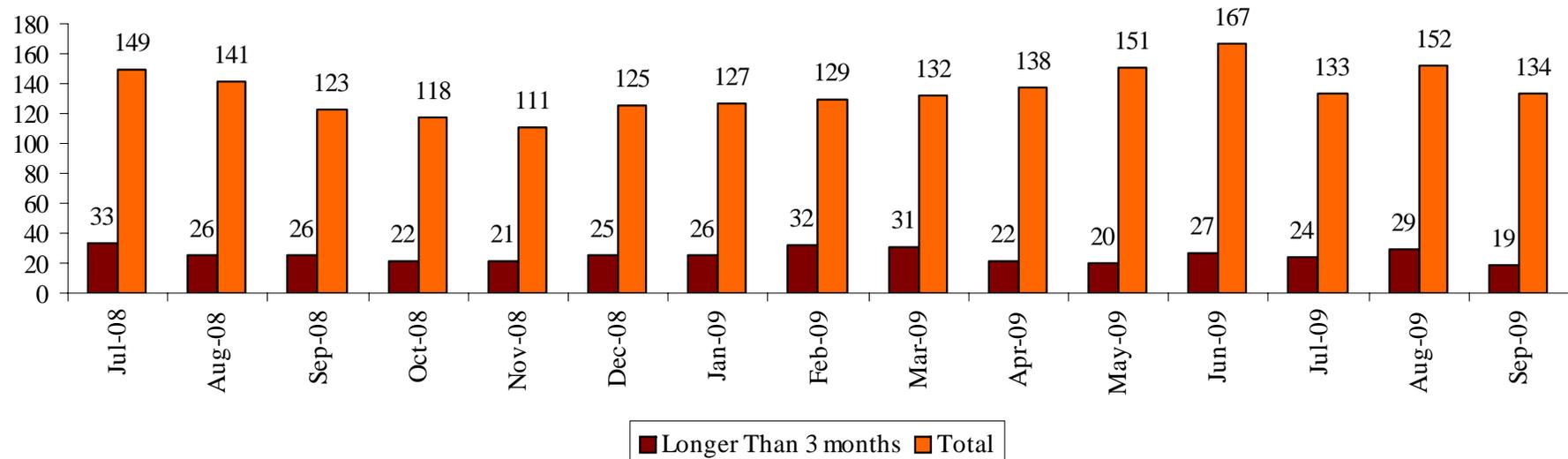


# DJS: Pending Placement



In April of 2007 StateStat began to track the length of time youth were in DJS detention facilities awaiting placement. Historically, youth who waiting longer for placement were more violent and recidivated at higher rates. DJS significantly reduced the length of stay for youth pending placement and sustained this change.

Total Pending Placement



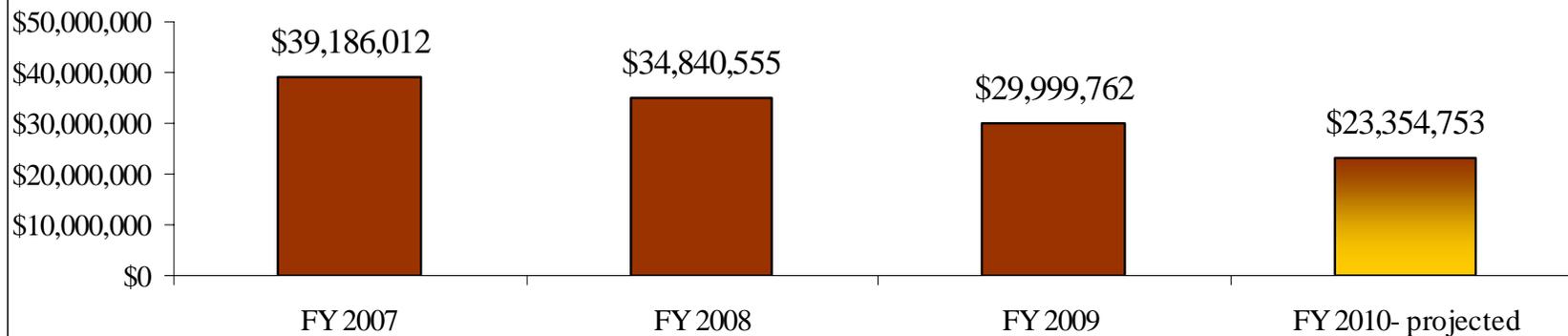
# Department of Public Safety and Correctional Services (DPSCS)

## 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.

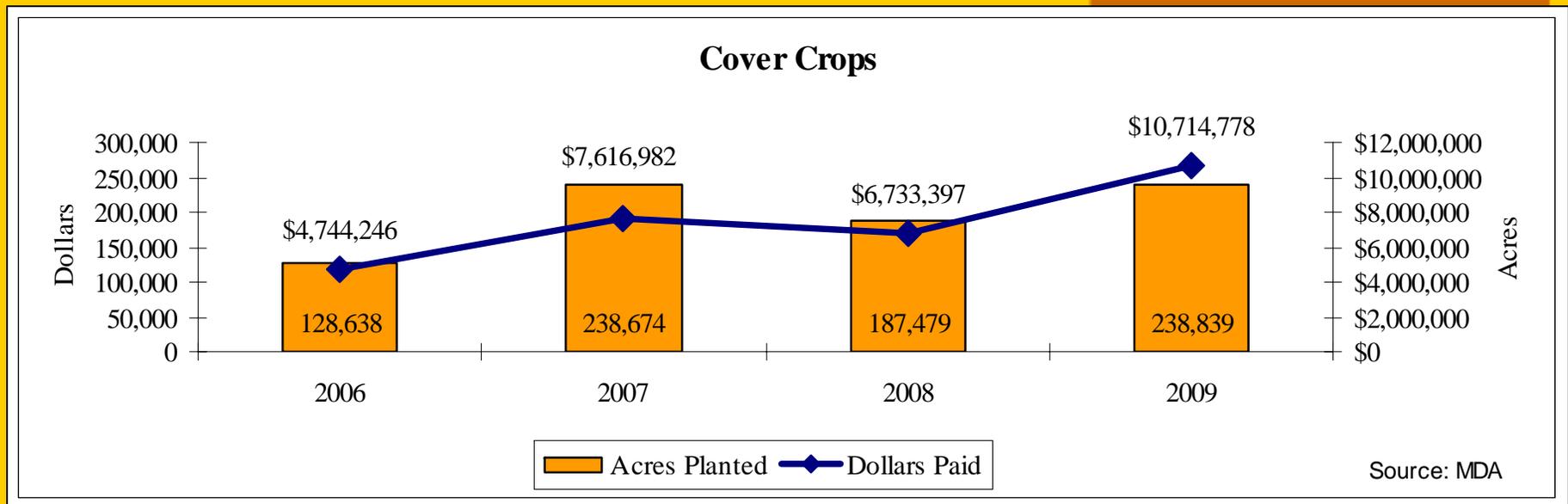


**DOC OT expenditures (dollars), by fiscal year,  
FY 2007 through FY 2009, FY 2010-projected**



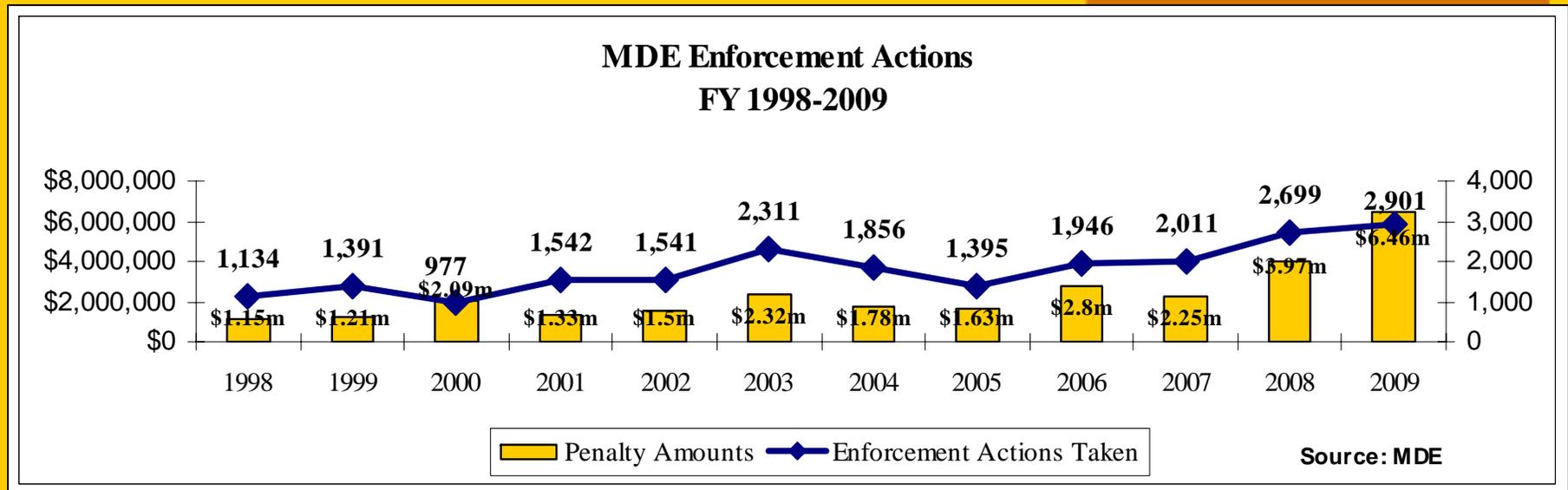
# Targeting

Cover crops are one of the most cost-effective and environmentally sustainable ways to reduce nutrient runoff, control soil erosion and protect water quality in the Chesapeake Bay and its tributaries.



# Enforcement Actions

The Maryland Department of the Environment instituted tougher penalties against polluters to increase enforcement activity at no additional cost to Maryland taxpayers.



## 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 O'Malley developed while mayor -- is coming with him to Annapolis, and with it, the sort of budget cuts that subjected Baltimore officials to stiff questioning over everything from rising overtime pay to

Public policy experts and officials across the country have called O'Malley's development of StateStat an 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.

But implementing the program on the state level will be no easy task. For starters, Baltimore officials

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## Jessup's Doors Slam Shut for Good

Gov. O'Malley Calls Facility's Closure 'Step One' In Fixing Maryland's Troubled Prison System

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 building that was each barely large enough to contain the rusting metal bed frame attached to the wall and the tiny sink.

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

"We're better than this as a people," O'Malley (D) said as he formally closed the 129-year-old maximum-security prison. "Today's a historic day because our state government . . . is facing up to its own responsibility. . . . For years and years, this facility, which predates Alcatraz, has been functionally obsolete."

The event, which drew a throng of reporters, had a celebratory feel as the new governor and his cabinet ended five weeks of secrecy that led to the last of the prison's 842 inmates being transferred to other facilities.

Since his November election, O'Malley has repeatedly said that the state's troubled prison system is among the most serious problems facing Maryland. Correction, widely considered Maryland's most dangerous, was "step one," O'Malley said yesterday, adding

## 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 about \$36,000. It's part of his effort to increase the efficiency of state government, and a largely symbolic attempt to begin reducing the \$1.4 billion gap between revenues and spending commitments, known as the structural deficit. O'Malley said he expects his state agency heads, whom he asked last week to find \$200 million in savings from their operating budgets, to also reduce their vehicle

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## O'Malley Hopes the Numbers Add Up

Program Offers Accountability Through Statistics

By John Wagner  
Washington Post Staff Writer  
Friday, February 16, 2007; B01

Maryland Gov. Martin O'Malley's new StateStat driven government accountability program

What was known as CitiStat will be replaced by a biweekly appearances by department heads

That could include such varied issues as the percentage of woman- and minority employees

"We'll be collecting a ton of data and putting it in the media."

During a half-hour presentation, O'Malley acknowledged there would be some

## 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



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**Word of the Day:**  
[obdurate](#)  
from Dictionary.com

# For More StateStat

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

[www.statestat.maryland.gov](http://www.statestat.maryland.gov)

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





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