DEPARTMENT OF BUDGET & MANAGEMENT

ONE MARYLAND

IMPROVING THE QUALITY OF LIFE FOR ALL MARYLAND FAMILIES
AND
CREATING A MORE SUSTAINABLE FUTURE

MANAGING FOR RESULTS

STATE COMPREHENSIVE PLAN

NOVEMBER 2009

MARTIN O'MALLEY
Governor
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Lieutenant Governor

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A BETTER STRONGER MARYLAND

"As we rise as One Maryland to meet the perils and possibilities of our own times, we do so knowing that Maryland's strengths are more than equal to the challenges before us."[1]

The O'Malley Administration's Core Mission

To improve the quality of life for Maryland families, strengthen and grow our middle class including family owned businesses and family farms, improve public safety and public education in every region of our State, and expand opportunities for all for learning, earning, and enjoying health of people and the environment.

This Managing for Results State Comprehensive Plan lays out a framework that challenges Maryland's government and citizens to take action to improve the quality of life for all Marylanders and create a more sustainable future. It focuses on the key priorities of the O'Malley Administration and defines how we will measure progress in each of the priority areas:

- Improving Education

- Economic Growth

- Maryland: Smart, Green, and Growing

- A Safety Net for Maryland's Families

- A Safer, More Secure Maryland

- Efficient and Effective Government

"The ideal state is one in which the health and vitality of our society, economy and environment are all one and the same. It is not an issue of balancing these elements against each other, or choosing one at the expense of the others, but rather basing decisions on the common needs of all three."[2]

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[1] Governor Martin O'Malley, Inauguration Address, January 17, 2007
[2] Sean McGuire, Planner, Office of Sustainable Future, Maryland Department of Natural Resources, February 2, 2008, The Capital "Ask a Scientist, What is sustainability?"

IMPROVING EDUCATION

Ensuring a successful future for our children and our State by providing a quality education and making a college education more affordable for Maryland families

"Now is more important than ever, even in these difficult times, to continue to protect our investments in public education to ensure that every child receives a world class education and a better future. The people of Maryland are our greatest asset and our continued economic strength depends upon our ability to invest in them, and prepare our children today for the jobs of tomorrow."[3]

      Maryland will focus on continuing to improve K-12 education, expanding higher educational opportunities for all, and creating an educated workforce which is key to building and maintaining a strong economy.

> **Goal: Quality education in Maryland will expand opportunities for all Marylanders to have access to quality jobs, succeed in the workforce, and create strong communities.**

Key Performance Area 1: Providing quality K-12 education and higher educational opportunities for all Maryland residents, so that they can contribute to, succeed, and prosper in the workforce

- Children entering school ready to learn

    ✓ Percent of students entering Kindergarten demonstrating Full Readiness on the Work Sampling System Kindergarten Assessment

- Children succeeding in school

    ✓ Percent of students scoring proficient or better by grade and content area:
    Reading – Grade 3 – Total all groups
    Reading – Grade 8 – Total all groups
    English 2 – Total all groups
    Mathematics – Grade 3 – Total all groups
    Mathematics – Grade 8 – Total all groups
    Algebra – Total all groups

- Children completing school

    ✓ High school graduation rate
    ✓ Percent of children in grades 9 through 12 who drop out of school in an academic year

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[3] Governor Martin O'Malley, January 7, 2009

- Schools promoting high levels of learning

  - ✓ Percent of schools demonstrating Adequate Yearly Progress in reading – State totals
  - ✓ Percent of schools demonstrating Adequate Yearly Progress in mathematics – State totals
  - ✓ Percent of core academic subject classes staffed with highly qualified teachers

- Schools providing safe and professional learning environments that enhance educational quality

  - ✓ Percent of Maryland schools that are safe as defined by COMAR 13A.08.01.18B(5)

- Promoting access and academic success in postsecondary education

  - ✓ Six year graduation rate of first-time, full-time students at Maryland public four-year colleges and universities (all groups)
  - ✓ Percent of bachelor's degrees awarded to racial/ethnic minorities at public and private Maryland colleges and universities
  - ✓ Number of community college students who transfer to a Maryland public four-year campus
  - ✓ Percent of Maryland median family income required to cover tuition and fees at Maryland public four-year institutions
  - ✓ Percent of Maryland median family income required to cover tuition and fees at Maryland community colleges

- Producing a highly educated and skilled workforce that meets the needs of Maryland's growing economy
  - ✓ Number of graduates in science, technology, engineering, and math (STEM graduates) from Maryland public and private higher educational institutions
  - ✓ Number of graduates in teaching from Maryland's public and private higher educational institutions
  - ✓ Percent of teacher candidates from Maryland public and private higher educational institutions who pass Praxis II
  - ✓ Number of graduates in nursing from Maryland public and private higher educational institutions

ECONOMIC GROWTH

Expanding economic opportunities for Maryland's families and businesses while building workforce driven economic development

"Our workforce is one of our State's greatest strengths, but our future progress depends on our ability to build and sustain a workforce that answers the critical needs of our employers, while also fulfilling the needs of our most precious resource - our people."[4]

Maryland will focus on maintaining a robust economy and improving economic competitiveness.

> **Goal: Strengthen Maryland's economic competitiveness and continued economic growth, and expand opportunities for all Marylanders to succeed in quality jobs.**

Key Performance Area 1:   Improving economic competitiveness, and maintaining a robust economy

- Stimulating economic development and creating jobs

  - ✓ Growth in total real gross domestic product (in millions of chained (2000) dollars)[5]
  - ✓ State economic momentum index
  - ✓ Maryland Port Administration total general cargo tonnage, (thousands)
  - ✓ Annual Baltimore Washington International (BWI) Marshall Airport passenger growth rate
  - ✓ Number of non-stop markets served by BWI Marshall Airport
  - ✓ Total travel expenditures (estimated)
  - ✓ Percent change in average employment in bioscience establishments in MD over the last 5 years
  - ✓ Percent change in the number of bioscience establishments operating in MD over the last 5 years

- Implementing a comprehensive transportation policy that contributes to economic development, job growth, and quality of life, as well as protects the environment and the health of neighborhoods and residents

  - ✓ Percent of State system roadway mileage with acceptable ride quality
  - ✓ Percent of bridges on the State portion of the National Highway System that will allow all legally loaded vehicles to safely traverse
  - ✓ Percent of the MD State Highway Administration Network in overall preferred maintenance condition
  - ✓ Total number of passenger trips per service mile traveled for bus and rail transit

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[4] Governor Martin O'Malley, 2008 Governor's Workforce Summit
[5] Quantity indexes for real GDP by state are index numbers (2000=100.0)

- Creating strong viable communities, revitalizing declining neighborhoods, and growing Maryland's middle class by expanding opportunities for all Maryland residents to contribute to, succeed and prosper in the workforce

  - ✓ Ratio between Maryland's unemployment rate and the U.S. rate
  - ✓ % change in Maryland employment from 2001 baseline (12 month average)
  - ✓ Rate that adult employment trainees enter employment
  - ✓ Workforce Investment Act adult program participant employment retention rate
  - ✓ Annual percent change in per capita personal income
  - ✓ Home ownership
  - ✓ Value of commercial rehabilitation expenditures approved for the State Rehabilitation Tax Credit for restoration and preservation of historic properties, and percent of "other" investment (millions)
  - ✓ Value of residential rehabilitation expenditures approved for the State Rehabilitation Tax Credit for restoration and preservation of historic properties , and percent of private investment (millions)

MARYLAND – SMART, GREEN, AND GROWING

Protecting and preserving our quality of life and our natural resources for a cleaner and healthier Maryland

"The air we breathe, the water we drink, the land we use, the energy we consume – sustainability is our increasingly strong remembrance that we share a civic responsibility not only to our neighbors here and living, but to generations that have yet to be born."[6]

Maryland will focus on protecting and preserving the air we breathe, the water we drink, the land we use, and the energy we consume for today and for generations to come.

Goal: All Marylanders will live in a healthy environment and enjoy a revitalized Chesapeake Bay and Maryland's open spaces.

Key Performance Area 1: Providing a clean and healthy environment, and protecting and preserving the health of Maryland's natural resources

- Restoring the health of the Chesapeake Bay and its living resources

  - ✓ Chesapeake Bay Habitat Health Index
  - ✓ Acres of submerged aquatic vegetation
  - ✓ Dredge survey index of stock size (crabs)
  - ✓ Oyster biomass index
  - ✓ Estimated nitrogen load to the Chesapeake Bay from Maryland (in million pounds)
  - ✓ Acres of cover crops planted

- Improving and protecting water quality and ensuring safe drinking water

  - ✓ Waters impaired by nutrients per 303(d) listing cycle[7]
  - ✓ Percent of Marylanders served by public water systems in significant compliance with all rules adopted as of 2002

- Ensuring clean air

  - ✓ Three year average of days the eight-hour ozone standard was exceeded

- Reducing hazardous waste and hazardous materials in the environment

  - ✓ Percent of oil-contaminated sites cleaned-up

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[6] Governor Martin O'Malley, September 26, 2007
[7] Part 4a and Part 5 of the 303(d) List

- Managing growth and development in a more sustainable way to balance economic growth, preserve and protect Maryland's natural resources and the quality of life of all Marylanders, and to sustain the agricultural industry of Maryland

  ✓ Total acres preserved by all land preservation programs

Key Performance Area 2:   <u>Promoting energy efficiency and conservation</u>

- Implementing a comprehensive energy policy focused on efficiency, conservation, affordability, and alternative and renewable energy sources

  ✓ Percent change from the base year (fiscal year 2008) in energy consumption by all State government facilities (owned and leased)
  ✓ Percent of newly purchased light duty vehicles in the State vehicle fleet that are hybrid or flex-fueled vehicles
  ✓ Percent change in statewide per capita electricity consumption compared to the 2007 baseline (69,300,000 megawatt hours)
  ✓ Number registered and percent change from the prior year in number of alternative fuel vehicles and hybrid-electric vehicles registered in Maryland

A SAFETY NET FOR MARYLAND'S FAMILIES

Maryland families first – Promoting the health and well being of all Marylanders

Maryland will focus on providing access to needed social support systems, including affordable and quality health care.

Goal: Children, adolescents, and adults will lead healthy and active lives and achieve their full potential.

Key Performance Area 1:   Promoting and supporting good health and well-being of the people who live, work, and play in Maryland

- Babies Born healthy

  - ✓ Percent of live births for which prenatal care was initiated during the first trimester
  - ✓ Percent of babies born at low birth weight, weighing less than 2,500 grams (about 5.5 lbs), and very low birth weight, weighing less than 1,500 grams (about 3.3 lbs)
  - ✓ Infant mortality rate for all races (per 1,000 live births)

- Healthy children, adolescents, and adults

  - ✓ Maryland's average annual uninsured rate over a 2 year period among the nonelderly (under age 65; estimated)
  - ✓ Percent of Maryland children fully immunized (by 24 months)
  - ✓ Number of children under 6 years of age with elevated blood lead levels (>10ug/dl)
  - ✓ Cumulative percent change from the calendar year 2000 baseline for underage high school students smoking cigarettes
  - ✓ Overall cancer mortality rate per 100,000 persons (age adjusted to 2000 U.S. Standard Population)
  - ✓ Heart disease mortality rate for all races per 100,000 population (age adjusted)
  - ✓ Rate of diagnoses and the percent change from the prior year level in the number of age adjusted new HIV diagnoses
  - ✓ Rate of primary/secondary syphilis incidence (cases per 100,000 population)
  - ✓ Number of reported cases of vaccine preventable communicable diseases including hepatitis A, measles, mumps, pertussis

- Protecting the well being of children

  - ✓ Rate of injury-related deaths due to accidents to children and youth between 0 and 19 years of age (per 100,000 children per calendar year)
  - ✓ Rate of homicide deaths of children and youth ages 0 to 19 (per 100,000 population)
  - ✓ Number of DJS youth who are the victims of a homicide

- ✓ Percent of children with absence of recurrence of maltreatment within 6 months of a first occurrence

- Stable and economically independent families

    - ✓ Percent of related children and youth under age 18 whose families have incomes below the poverty level (estimated)
    - ✓ Maryland prevalence of household-level very low food security (3 year average)
    - ✓ Rate of live births to adolescents between 15 and 19 years of age (per 1,000 women)
    - ✓ Statewide percent of current child support paid
    - ✓ Rate of children placed in out-of-home care (per 100,000 children)

- Substance abuse treatment

    - ✓ Percent decrease in substance abuse by adults during treatment
    - ✓ Percent increase in employment of adults at completion of substance abuse treatment
    - ✓ Percent decrease in substance abuse by adolescents during treatment

- Mental health services

    - ✓ Percent of adults who report that Maryland's public mental health services have allowed them to deal more effectively with daily problems

Key Performance Area 2: Promoting and supporting independence and well-being, and equal and full access to resources that assist individuals with disabilities to live independent and healthy lives

- Services to the disability community

    - ✓ One-year retention of employment by people with disabilities who were assisted by the Department of Education's Disability Rehabilitation Services Rehabilitation programs
    - ✓ Percent of Developmental Disabilities Administration Community Service respondents of the "Ask ME Survey" who expressed satisfaction with physical well-being, personal development, and self-determination (reported separately)

A SAFER, MORE SECURE MARYLAND

Protecting Maryland's citizens and communities – reducing and solving crime

Maryland will focus on protecting its people and communities and reducing and solving crime through:

- seamless coordination of efforts and sharing of law enforcement resources, data, and intelligence among all levels of government;
- effective rehabilitation and treatment;
- workforce re-entry programs;
- improved supervision and tracking of violent parolees;
- early intervention to prevent juvenile crime;
- improved correctional facilities and juvenile detention programs; and
- stronger homeland security.

Goal: Maryland's citizens will live, work, and play in safe and secure communities where law enforcement resources, data and intelligence are effectively shared to prevent and solve crime.

Key Performance Area 1:   Reducing and preventing crime committed by adults

- Keeping Maryland communities safe

  - ✓ Firearm homicide rate per 100,000 (calendar year)
  - ✓ Traffic fatality rate per 100 million miles traveled (calendar year)
  - ✓ Part I crime rate (offenses per 100,000 population)
  - ✓ Recidivism: Percent of offenders returned to Department of Public Safety & Correctional Services supervision for a new offense within one year of their release from the Division of Correction - all releases

- Maintaining security and safety in correctional institutions

  - ✓ Total number of inmates who escape from all Division of Correction Facilities, Patuxent Institution, and Division of Pretrial Detention and Services facilities (aggregate)
  - ✓ Total number of inmates who walk off from Division of Correction minimum security settings and prerelease/community security settings, Division of Parole and Probation Central Home Detention Unit and alternative confinement settings, Patuxent Institution, and Division of Pretrial Detention and Services (aggregate)

- Providing effective rehabilitation and substance abuse treatment services to offenders

  ✓ Percent of Proactive Community Supervision cases closed where the offender was employed at closing

Key Performance Area 2:   Reducing and preventing crime committed by juveniles

- Strengthening services to juveniles and focusing on early intervention to prevent juvenile crime

  ✓ Rate per 100,000 of arrests of youth ages 15 to 17 for violent criminal offenses
  ✓ Recidivism: Percent of youth re-committed/incarcerated within one year of release from all residential placements

- Reducing and preventing alcohol and substance abuse by youth[8]

  ✓ Percent of 12th grade public school children who report using alcohol within the last 30 days
  ✓ Percent of 10th grade public school children who report using heroin within the last 30 days

Key Performance Area 3:   Strengthening homeland security and law enforcement

- Strengthening capacity and readiness of all regions in the State to respond to criminal activity, emergencies, and terrorist incidents

  ✓ Percent of evaluated areas for radiological emergency preparedness exercises rated as successful (annually)
  ✓ Percent of Maryland hospitals that are National Incident Management System (NIMS) compliant
  ✓ Number of matches of DNA taken during criminal investigations with DNA included in the Combined DNA Index System (CODIS database) that begin the process of linking an offender to a crime scene

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[8] Treatment is addressed on page 12 under "Substance abuse treatment".

EFFECTIVE AND EFFICIENT GOVERNMENT

Making government work again

Maryland will focus on restoring and maintaining effective financial stewardship while making prudent investments in the priority areas of improving education, economic growth, a smart, green and growing Maryland, a safety net for Maryland's families, and a safer, more secure Maryland.

> **Goal: Maryland State government will meet the needs of Maryland's citizens in a financially prudent way, and maintain its standing as a fiscally well-managed state.**

Key Performance Area 1:   Effective and efficient resource management

- Restoring and maintaining fiscal accountability

  - ✓ Annual General Fund closing balance as of June 30th available for new fiscal year operations
  - ✓ Bond rating from all three nationally recognized bond rating agencies for each issuance of State General Obligation Bonds (maintain AAA rating)
  - ✓ Capital debt as a percent of State revenue
  - ✓ Asset to liability ratio for the State pension (funded ratio)

- Performance based management

  - ✓ Percent of the total legislative appropriation for Executive departments covered by StateStat

SOURCES

PRIMARY DATA SOURCE	MEASURE
IMPROVING EDUCATION	
Maryland State Department of Education (MSDE) Children's Cabinet Interagency Fund, and the Office of the Superintendent Governor's Office for Children, Maryland's Results for Child Well Being: http://www.goc.state.md.us	***Children entering school ready to learn:*** Percent of children entering Kindergarten rated as "fully ready" as determined by the Work Sampling System Kindergarten Assessment
MSDE – Maryland Report Card http://www.msp.msde.state.md.us/ Children's Cabinet Interagency Fund, and the Office of the Superintendent Governor's Office for Children, Maryland's Results for Child Well Being: http://www.goc.state.md.us	***Children succeeding in school:*** Percent of students scoring proficient or better by grade and content area: 　　　Reading – Grade 3 – Total all groups 　　　Reading – Grade 8 – Total all groups 　　　English 2 – Total all groups 　　　Mathematics – Grade 3 – Total all groups 　　　Mathematics – Grade 8 – Total all groups 　　　Algebra – Total all groups
MSDE – Maryland Report Card http://www.msp.msde.state.md.us/ MSDE – Maryland Report Card http://www.msp.msde.state.md.us/ MSDE, Children's Cabinet Interagency Fund Governor's Office for Children, Maryland's Results for Child Well Being http://www.goc.state.md.us	***Children completing school:*** High school graduation rate Percent of children in grades 9 through 12 who drop out of school in an academic year

SOURCES

PRIMARY DATA SOURCE	MEASURE
MSDE, Office of the State Superintendent Maryland School Assessment (MSA)	*Schools promoting high levels of learning:* Percent of schools demonstrating Adequate Yearly Progress in reading and math (reported separately) – State totals
MSDE, Office of the State Superintendent	Percent of core academic subject classes staffed with highly qualified teachers
MSDE, Office of the State Superintendent	*Schools providing safe and professional learning environments:* Percent of schools that are safe as defined by COMAR 13A.08.01.18B(5)
Maryland Higher Education Commission (MHEC), General Administration	*Promoting access and academic success in postsecondary education:* Six year graduation rate of first-time, full-time students at public four-year colleges and universities (all groups) Percent of bachelor's degrees awarded to racial/ethnic minorities at public and private Maryland colleges and universities Number of community college students who transfer to a Maryland public four-year campus Percent of Maryland median family income required to cover tuition and fees at Maryland public four-year institutions Percent of Maryland median family income required to cover tuition and fees at Maryland community colleges
MHEC, General Administration	*Producing a highly educated and skilled workforce that meets the needs of Maryland's growing economy:* Number of graduates in science, technology, engineering, and math (STEM graduates) from Maryland public and private higher educational institutions

SOURCES

PRIMARY DATA SOURCE	MEASURE
	Producing a highly educated and skilled workforce that meets the needs of Maryland's growing economy:
MHEC, General Administration	Number of graduates in teaching from Maryland public and private higher educational institutions
	Percent of teacher candidates from Maryland public and private higher educational institutions who pass Praxis II
	Number of graduates in nursing from Maryland public and private higher educational institutions

ECONOMIC GROWTH

PRIMARY DATA SOURCE	MEASURE
	Stimulating economic development and creating jobs:
U. S. Department of Commerce, Bureau of Economic Analysis (BEA)	Growth in total real gross domestic product (in millions of chained (2000) dollars)
Governing's State and Local Source Book	State Economic Momentum Index
Maryland Department of Transportation (MDOT), Maryland Port Administration	Maryland Port Administration total general cargo tonnage (thousands)
MDOT, Aviation Administration	Annual Baltimore Washington International (BWI) Marshall Airport passenger growth rate
	Number of non-stop markets served by BWI Marshall Airport
DBED, Office of Tourism Development	Total travel expenditures (estimated)
Source: Report from TIA, a non-profit travel research organization	
DBED, Bioscience program	Percent change in average employment in bioscience establishments in MD over the last 5 years

PRIMARY DATA SOURCE	MEASURE
DBED, Bioscience program	***Stimulating economic development and creating jobs:*** Percent change in the number of bioscience establishments operating in MD over the last 5 years
MDOT, State Highway Administration MDOT, Maryland Transit Administration	***Implementing a comprehensive transportation policy:*** Percent of State system roadway mileage with acceptable ride quality (calendar year) Percent of bridges on the State portion of the National Highway System that will allow all legally loaded vehicles to safely traverse Percent of the MD State Highway Administration Network in overall preferred maintenance condition Total number of passenger trips per service mile traveled, (i.e. total passenger trips per revenue vehicle mile)
US Department of Labor, Bureau of Labor Statistics Department of Labor Licensing & Regulation (DLLR), Civilian Labor Force Information DLLR, Division of Workforce Development U.S. Department of Commerce, Bureau of Economic Analysis	***Creating strong viable communities, revitalizing declining neighborhoods, and growing Maryland's middle class:*** Ratio between Maryland's unemployment rate and the U.S. rate Percent change in Maryland employment from 2001 baseline (12 month average) Rate that adult employment trainees enter employment Workforce Investment Act adult program participant employment retention rate Annual percent change in Maryland per capita personal income

SOURCES

PRIMARY DATA SOURCE	MEASURE
	Creating strong viable communities, revitalizing declining neighborhoods, and growing Maryland's middle class:
U.S. Census Bureau	Home ownership
Maryland Department of Planning (MDP), Preservation Services	Value of commercial rehabilitation expenditures approved for the State Rehabilitation Tax Credit for restoration and preservation of historic properties, and percent of "other" investment (millions)
	Value of residential rehabilitation expenditures approved for the State Rehabilitation Tax Credit for restoration and preservation of historic properties , and percent of private investment (millions)

MARYLAND: SMART, GREEN, AND GROWING	
	Restoring the health of the Chesapeake Bay and its living resources:
University of MD Center for Environmental Science (UMCES), Integration and Application Network EcoCheck (NOAA-UMCES Partnership) www.eco-check.org/reportcard/chesapeake	Chesapeake Bay Habitat Health Index
Department of Natural Resources (DNR)	Acres of submerged aquatic vegetation
DNR, Fisheries Service	Dredge survey index of stock size (crabs)
	Oyster biomass index
DNR	Estimated nitrogen load to the Chesapeake Bay from Maryland (in million pounds)
Maryland Department of Agriculture (MDA), Resource Conservation Grants - Office of Resource Conservation	Acres of cover crops planted

SOURCES

PRIMARY DATA SOURCE	MEASURE
	Improving and protecting water quality and ensuring safe drinking water:
Maryland Department of the Environment (MDE), Part 4a and Part 5 of the Maryland List of Impaired Surface Waters - 303(d) List	Waters impaired by nutrients per 303(d) listing cycle
MDE, Water Management Administration	Percent of Marylanders served by public water systems in significant compliance with all rules adopted as of 2002
	Ensuring clean air:
MDE, Air & Radiation Management Administration	3 year average of days the 8 hour ozone standard was exceeded
	Reducing hazardous waste and hazardous materials in the environment:
MDE, Land Management Administration	Percent of oil-contaminated sites cleaned-up
	Managing growth and development in a more sustainable way:
DNR, Maryland Green Print	Total acres preserved by all land preservation programs
	Implementing a comprehensive energy policy:
Department of General Services (DGS), Office of Facilities Planning, Design, and Construction, Office of Energy & Conservation	Percent change from the base year (fiscal year 2008) in energy consumption by all State government facilities (owned and leased)
Maryland Energy Administration (MEA), General Administration	Percent of newly purchased light duty vehicles in the State vehicle fleet that are hybrid or flex-fueled vehicles
MEA, General Administration	Percent change in statewide per capita energy consumption compared to the 2007 baseline (69,300,000 megawatt hours)

PRIMARY DATA SOURCE	MEASURE
MEA, General Administration MDOT, Motor Vehicle Administration	***Implementing a comprehensive energy policy:*** Number registered and percent change from the prior year in number of alternative fuel vehicles and hybrid-electric vehicles registered in Maryland
A SAFETY NET FOR MARYLAND'S FAMILIES	
Department of Health and Mental Hygiene (DHMH), Family Health Administration and Vital Statistics Administration	***Babies Born healthy:*** Percent of live births for which prenatal care was initiated during the first trimester Percent of babies born at low birth weight, weighing less than 2,500 grams (about 5.5 lbs), and very low birth weight, weighing less than 1,500 grams (about 3.3 lbs) Infant mortality rate for all races (per 1,000 live births)
Maryland Health Care Commission, Report on Health Insurance Coverage in Maryland Source: U.S. Census Bureau, Current Population Survey, Annual Social and Economic Supplements Center for Disease Control (CDC), National Center for Health Statistics, National Immunization Survey DHMH, Family Health Administration DHMH, Vital Statistics Administration	***Healthy children, adolescents, and adults:*** Maryland's average annual uninsured rate over a 2 year period among the nonelderly (under age 65; estimated) Percent of Maryland children fully immunized (by 24 months) Number of children under 6 years of age with elevated blood lead levels (>10ug/dl) Cumulative percent change for underage high school students smoking cigarettes Overall cancer mortality rate per 100,000 persons (age adjusted to 2000 U.S. Standard Population)

SOURCES

PRIMARY DATA SOURCE	MEASURE
	Healthy children, adolescents, and adults:
DHMH, Family Health Administration	Heart disease mortality rate for all races per 100,000 population (age adjusted)
DHMH, Infectious Disease and Environmental Health	Rate of diagnoses and the percent change from the prior year level in the number of age adjusted new HIV diagnoses
	Rate of primary/secondary syphilis incidence (cases per 100,000, calendar year)
CDC, National Center for Health Statistics	Number of reported cases of vaccine preventable, communicable diseases including hepatitis A, pertussis, measles, and mumps
	Protecting the well being of children:
MSDE, Children's Cabinet Interagency Fund	Rate of injury-related deaths due to accidents to children and youth between 0 and 19 years of age
Governor's Office for Children, Maryland's Results for Child Well-Being http://www.goc.state.md.us	Rate of homicide deaths of children and youth ages 0 to 19 (per 100,000 population)
Department of Juvenile Services (DJS), Office of the Secretary	Number of DJS youth who are the victims of a homicide
Department of Human Resources (DHR), Child Welfare Services	Percent of children with recurrence of maltreatment within six months of first occurrence
	Stable and economically independent families:
MSDE, Children's Cabinet Interagency Fund Governor's Office for Children, Maryland's Results for Child Well-Being http://www.goc.state.md.us	Percent of related children and youth under age 18 whose families have incomes below the poverty level (estimated)
U.S. Department of Agriculture, Economic Research Service Source: U.S. Census Bureau Current Population Survey Food Security Supplements	Maryland prevalence of household-level very low food security (3 year average)

SOURCES

PRIMARY DATA SOURCE	MEASURE
DHMH, Family Health Administration and Vital Statistics Administration DHR, Local Child Support Enforcement Administration MSDE, Children's Cabinet Interagency Fund Governor's Office for Children, Maryland's Results for Child Well-Being http://www.goc.state.md.us	***Stable and economically independent families:*** Rate of live births to adolescents between 15 and 19 years of age (per 1,000 women) Statewide percent of current child support paid Rate of children placed in out-of-home care (per 100,000 children)
DHMH, Alcohol & Drug Abuse Administration	***Substance abuse treatment:*** Percent decrease in substance abuse by adults during treatment Percent increase in employment of adults at completion of substance abuse treatment Percent decrease in substance abuse by adolescents during treatment
DHMH, Mental Hygiene Administration	***Mental health services:*** Percent of adults who report mental health services have allowed them to deal more effectively with daily problems
MSDE, Division of Rehabilitation Services DHMH, Developmental Disabilities Administration	***Services to the disability community:*** One-year retention of employment by people with disabilities who were assisted by the Department of Education's Disability Rehabilitation Services Rehabilitation programs Percent of Developmental Disabilities Administration Community Service respondents of the "Ask ME Survey" who expressed satisfaction with physical well-being, personal development, and self-determination

PRIMARY DATA SOURCE	MEASURE
A SAFER, MORE SECURE MARYLAND	
Department of State Police (DSP), Homeland Security and Investigation Bureau	*Keeping Maryland communities safe:* Firearm homicide rate per 100,000 (calendar year) Traffic fatality rate per 100 million miles traveled (calendar year)
Uniform Crime Reports, Crime in the U.S. published by the FBI, Department of Justice	Part I Crime Rate per 100,000 population
Department of Public Safety & Correctional Services (DPSCS)	Recidivism: Percent of offenders returned to the Department of Public Safety and Correctional Services' supervision for a new offense within one year of their release from the Division of Correction – all releases
DPSCS	*Maintaining necessary security and safety in correctional institutions:* Total number of inmates who escape from all Division of Correction Facilities, Patuxent Institution, and Division of Pretrial Detention and Services facilities (aggregate) Total number of inmates who walk off from Division of Correction minimum security settings and prerelease/community security settings, Division of Parole and Probation Central Home Detention Unit and alternative confinement settings, Patuxent Institution, and Division of Pretrial Detention and Services (aggregate)
DPSCS, Division of Parole and Probation	*Providing effective rehabilitation and substance abuse treatment services to offenders:* Percent of Proactive Community Supervision cases closed where the offender was employed at closing

PRIMARY DATA SOURCE	MEASURE
	Strengthening services to juveniles and focusing on early intervention to prevent juvenile crime:
MSDE, Children's Cabinet Interagency Fund Governor's Office for Children, Maryland's Results for Child Well Being: http://www.goc.state.md.us	Violent offense arrest rate for youths between 15 and 17 years of age (per 100,000 children per calendar year)
DJS, Office of the Secretary	Recidivism: Percent of youth re-committed/ incarcerated within one year of release from all residential placements
	Reducing and preventing alcohol and substance abuse by youth:
MSDE, Children's Cabinet Interagency Fund Governor's Office for Children, Maryland's Results for Child Well Being: http://www.goc.state.md.us	Percent of 12th grade public school children who report using alcohol within the last 30 days Percent of 10th grade public school children who report using heroin within the last 30 days
	Strengthening capacity and readiness of all regions in the State to respond to criminal activity, emergencies, and terrorist incidents:
Military Department, Maryland Emergency Management Administration (MEMA)	Percent of evaluated areas for radiological emergency preparedness (REP) exercises rated as successful (annual)
DHMH, Office of Preparedness and Response	Percent of Maryland hospitals that are National Incident Management System (NIMS) compliant
DSP, Homeland Security and Investigation Bureau	DNA evidence hits per year to the Combined DNA Index System (CODIS) database.
EFFECTIVE AND EFFICIENT GOVERNMENT	
	Restoring and maintaining fiscal accountability:
Comptroller of Maryland, General Accounting Division	Annual General Fund closing balance as of June 30th available for new fiscal year operations

SOURCES

PRIMARY DATA SOURCE	MEASURE
	Restoring and maintaining fiscal accountability:
Treasurer's Office, Official Statement for each General Obligation Bond issue Rating Reports from 3 rating agencies - Fitch Rating, Moody's Investors Service, and Standard and Poors	Bond rating from all three nationally recognized bond rating agencies for each issuance of State General Obligation Bonds
Annual report of the Capital Debt Affordability Committee	Capital debt as a percent of State revenue
State Retirement and Pension Systems Comprehensive Annual Financial Report (CAFR) of the State Retirement and Pension System of Maryland	Asset to liability ratio for State pension (funded ratio)
	Performance based management:
DBM, Fiscal Digest Governor's StateStat Office http://www.statestat.maryland.gov/	Percent of the total legislative appropriation for Executive departments covered by StateStat