

2008 Innovations Awards Program
APPLICATION

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ID # (assigned by CSG): 08-S-31MD

Please provide the following information, adding space as necessary:

State:

Maryland

Assign Program Category (applicant):

Natural Resources – Environmental Protection

1. Program Name:

BayStat

2. Administering Agency:

Office of Governor Martin O'Malley, State of Maryland

3. Contact Person (Name and Title):

Matthew Gallagher, Deputy Chief of Staff, Office of the Governor

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8. Web site Address:

<http://www.baystat.maryland.gov>.

9. Please provide a two-sentence description of the program.

BayStat is a performance measurement and management tool implemented by Governor Martin O'Malley to ensure that state actions to improve the health of the Chesapeake Bay are coordinated, accountable and operating at the highest efficiency. Each month, Governor O'Malley and his senior staff gather four state agencies whose purview affects the Bay: the Departments of Agriculture, Environment, Natural Resources and Planning. The Governor and staff explore the data that the agencies have reported, grill the agency leadership, and press the agencies to pursue opportunities and fix problems.

10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 1, 2008 to be considered.

BayStat was launched in March of 2007, one year ago, and only two months after Governor O'Malley took office.

11. Why was the program created? What problem[s] or issue[s] was it designed to address?

As America's largest bay and an abundant source of beauty, wildlife habitat, seafood and recreation, the Chesapeake Bay is a national treasure and Maryland's most important natural resource. Yet, despite past preservation and restoration efforts by government and private groups, the Bay has continued to decline from causes ranging from population growth to environmentally irresponsible activities.

BayStat works to:

- Bring quantifiable performance management to saving the Chesapeake Bay.
- Bring nationwide best practices to agency management and Bay initiatives.
- Speed reforms and improvements through executive-level attention and support.
- Remove 'silos' and promote coordination and cooperation among agencies whose responsibilities affect the Bay.
- Focus agencies on the expectation of measurable results.
- Preserve natural resources for Marylanders and the nation.

12. Describe the specific activities and operations of the program in chronological order.

The first BayStat meeting was convened in March of 2007 and meetings continue monthly.

Before each meeting, a member of Governor O'Malley's StateStat office requests data from each agency and compiles and analyzes the data. This is turned into Excel spreadsheets, maps and a memo to the governor's staff that serves as an agenda, background information and a way to focus discussion. At the meetings, the Governor and senior staff question the agency heads and their managers about trends, problems and opportunities revealed in the data. Agreement is reached on joint and individual action. Indeed, in addition to the formal accomplishments of the meeting, the regularly scheduled, Governor-chaired gathering of multiple agency leaders serves to promote cooperation, teamwork and information sharing on a wide variety of issues, progress that, if made at all, would require dozens of meetings and countless e-mails and phone calls.

13. Why is the program a new and creative approach or method?

In the past, state agencies approached the Chesapeake Bay, if at all, in an individual and piecemeal manner. BayStat creates a unified, high-priority, accountable and science-based approach.

This program applies the data-driven, executive-led performance measurement and management on a statewide scope. The principles of BayStat are derived from Maryland's StateStat, Baltimore's CitiStat and New York City's Comstat:

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

BayStat is the first program to apply these principles across an entire ecosystem and, along with its companion StateStat, across an entire state government. The data required for data-driven management cannot, by virtue of the size of state government, be created, extracted, or supplied from one centralized executive office. Agency heads and the managers and employees who report to them play an integral role in identifying and supplying the measurements used in the monthly BayStat meetings. Meanwhile, the Governor can apply a broad perspective on state functions to set priorities, identify when agencies are working at cross-purposes, identify opportunities for cross-agency cooperation, and establish a general expectation of transparency and accountability.

14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)

BayStat is coordinated by a single staff person in the StateStat office, whose position was funded by redirecting an existing budgeted position from elsewhere in the executive branch. Start-up costs of configuring offices and a conference room for meetings piggybacked on StateStat's estimated \$32,000 start-up costs. Use of off-the-shelf software and hardware kept other technology start-up costs to nil.

15. What are the program's annual operational costs?

BayStat annual operating costs are housed completely within existing resources at the four participating agencies. Within each of the four agencies, an existing employee serves as the agency's BayStat coordinator. As mentioned previously, the Governor's Office provides coordination through a single member of its StateStat staff.

16. How is the program funded?

The program is funded using existing resources within the four Generally Funded participating agencies.

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.

BayStat was created by Executive Order 01.01.2007.02

18. What equipment, technology and software are used to operate and administer this program?

BayStat uses off-the-shelf technology: ArcView mapping software and the Microsoft Office suite, primarily Excel.

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.

Yes. This program is a direct descendant of Baltimore's CitiStat program and a companion to Governor O'Malley's StateStat, though BayStat varies substantially in its application to Bay-wide management. It should be noted that, as mayor of Baltimore, Governor O'Malley created CityStat on a model inspired by the New York City Police Department's Comstat.

The contact at CitiStat is Chris Thomaskutty, Deputy Mayor for Operations, <Chris.Thomaskutty@baltimorecity.gov>. The contact at StateStat is the same as for BayStat, Matthew D. Gallagher, Deputy Chief of Staff, Office of the Governor, <mgallagher@gov.state.md.us>.

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?

Washington State's GMAP program has a Puget Sound component. However, BayStat is far more extensive and intensive. The Puget Sound GMAP meets only twice a year and in public, making it more of a public presentation and less of a constant and hard-hitting management tool.

21. Has the program been fully implemented? If NO, what actions remain to be taken?

The initial iteration of BayStat is fully operational. However, expansions and improvements remain, such as building a statewide GIS capacity to apply geography and policy to restoring the Chesapeake, and developing and tracking new indicators of effective management and Bay health. In addition, the StateStat Office and agencies continue to work toward expanding the system to create and fulfill an annual Chesapeake Bay restoration action plan.

22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

Indicators that are measured in BayStat are drastically different from those tracked in StateStat, and the timeline in which change can be attained is much longer. For example, while personnel can be measured every two weeks in StateStat, such indicators of bay health as nitrogen loading and cover crops are measured quarterly and yearly, and improvements to protect the Bay may take years to show results. This complicates the task of measuring progress on Bay restoration.

Nonetheless, since BayStat's inception it has led the way in such accomplishments as:

- a. Establishing new, targeted criteria for state land purchases with Program Open Space funds. The new criteria ensure that such purchases are driven by measurable, annual targets and are the most cost-effective.
- b. Initiating a clearer tracking mechanism for enhanced nutrient removal (ENR) upgrades to wastewater treatment plants.
- c. Revitalizing the Conservation Reserve Enhancement Program, a \$200 million program to pay landowners to implement wetland practices, extend buffers (e.g., grasses along streams) and habitat for declining species. BayStat has increased this program's utilization and effectiveness and gathered the data to apply to the USDA for further revitalization.
- d. Identifying, in the very effective area of cover crop enhancement, the need for: a) better targeting of limited resources; b) increased state investment to deal effectively with the issue; and c) a possible legislative solution to directing a portion of Maryland's Bay Restoration Fund to cover crop implementation in emergency situations.
- e. Work to create a statewide parcel map and creation of a Geographic Information Systems layer with data for agricultural best management practices based their relative efficiencies within the landscape.
- f. Creation of the BayStat website (www.BayStat.maryland.gov) to inform and educate the public on current Bay health, sources of the problems, and progress on solutions.
- g. Providing technical expertise in targeting and allocating Chesapeake Bay 2010 Trust Fund resources, which supplement other available resources, to maximize movement towards a healthier, more sustainable future for the Chesapeake Bay. The Trust Fund is a legislatively adopted fund administered by the BayStat agencies to meet the goals established in the Chesapeake 2000 Agreement for the restoration of the Chesapeake Bay and its tributaries, including the Patuxent River. The Trust Fund will focus limited financial resources on nonpoint source pollution control projects in all regions of the state.
- h. Prompting discussions and draft legislation on how to redirect the State's shore erosion control program to implement environmentally sound and sustainable practices, such as living shorelines.

23. How has the program grown and/or changed since its inception?

As executive-level expectations of cooperation and data-sharing have sunk in, long-oppositional departments have come into sync in service of Marylanders and the health of the Bay. The four agencies that participate in BayStat had never consistently, intensively worked together until the

creation of BayStat. As the agency that chairs the “Bay Cabinet,” the Department of Natural Resources had always taken the lead, with the other agencies feeling less responsible. Meanwhile, the Department of Agriculture had been very reluctant to share data because it neither saw the need nor had the ability to do so due to its own lack of data centralization. With the creation of BayStat, MDA is now a key player in the process and constantly brings new ideas to the table.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?

States would need the wholehearted commitment to the program by the Governor and his senior staff that BayStat has enjoyed. That commitment is necessary to reorient departments and state government culture to a new way of managing, including preparing for and attending meetings at which they are called to account on a regular basis.

Setting in place the processes, people and technology-friendliness to gather and analyze the data is also an obstacle, as it is difficult to get people to buy into a new way of doing business.

Harmonizing varied, outdated or non-existent data collection and storage methods in the various departments may be the biggest technical obstacle, but overcoming it also brings benefits beyond BayStat.

While BayStat specifically targets the health of the Chesapeake Bay, other states face their own environmental issues, so they would need to adapt the participants and measures to their unique issues.

Aside from these few examples, there is very little financial, physical or technical obstacle to other states in emulating, adapting and benefiting from the BayStat model.