

2010 Innovations Awards Application

Deadline: March 1, 2010

INSTRUCTIONS: Save in doc. or rtf. Return completed application electronically to innovations@csg.org or mail to: CSG Innovations Awards 2010, The Council of State Governments, 2760 Research Park Drive, P.O. Box 11910, Lexington, KY 40578-1910. CSG reserves the right to use or publish in other CSG products the information provided in the application. If your agency objects to this policy, please advise us in a separate attachment.

ID # Assigned by CSG: **10-E-06MD**

Assign Program Category (applicant): Natural Resources - Environment

State: Maryland

1. Program Name: *MDEStat*
2. Administering Agency: *Maryland Department of the Environment*
3. Contact Person (Name & Title): *Sue Battle-McDonald, MDEStat Director*
4. Address: *1800 Washington Blvd., Baltimore, Maryland 21230*
5. Telephone Number: *410-537-4111*
6. Fax Number: *410-537-3888*
7. E-mail Address: sbattle-mcdonald@mde.state.md.us
8. Web site Address: www.mde.state.md.us/AboutMDE/mdestat/
9. Please provide a two-sentence description of the program.

MDEStat is a real-time data-driven management system used to improve the performance of over 30 environmental regulatory programs and processes. MDEStat enables proactive management, improves MDE's effectiveness and efficiency through intensive, systematic, data-driven oversight, and ensures that MDE is making the best possible use of its resources while also informing Maryland citizens on progress.

10. How long has this program been operation (month and year)? Note: the program must be between 9 months and 5 years old on March 1, 2010 to be considered.

This program was officially established on October 3, 2007.

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

This program was created to improve the performance and efficiency of MDE's operations, to help the agency make optimal use of limited resources and to provide transparency and external credibility.

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

- A. *MDEStat operations are guided by weekly Monday-morning meetings of the MDEStat panel. The meetings are never cancelled. The Panel is designed to provide a multi-perspective approach and includes MDE's Secretary and Deputy Secretary and seven other members of MDE's senior and executive management reflecting policy, regulatory, scientific, financial and legal expertise. MDE is divided into five administrations, each headed by a director. Each week one of MDE's five administration directors, along with key staff, attends an MDEStat meeting at which their performance data are reviewed and discussed. Discussions cover a wide variety of activities and information, from permitting and inspections, to outcome measures such as air quality, to internal processes such as filling vacancies. Data submissions are reviewed and compared to previously-submitted information. The Panel members comment on this data at the MDEStat meetings, discussing opportunities for improvement, alternative approaches, policy changes, etc. Accurate and timely data is crucial to the success of this innovative program.*
- C. *Prior to each meeting, MDE's MDEStat Director sends a briefing memo to Panel members. Briefing memos are generally six to 12 pages long and present data and suggested questions relating to programs to be discussed. Data tables in the briefing package are distributed at the meeting and also displayed on an overhead projector for the Panel members and administration directors, often called "stattees" in this context*
- D. *After each meeting, the MDEStat Director sends a followup memo to the stattee, directing followup actions and requesting data for discussion prior to the next meeting.*

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

MDEStat is not the first "stat" program, but it was the first time to our knowledge that the "stat" model was applied, by an agency head, to management of a state agency.

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

The primary cost is for staffing. Execution of this approach requires dedicated staff. MDE's MDEStat Office includes two professional staff and one very advanced administrative staff person. This office has other responsibilities, but running MDEStat requires about 70% of their time. Other start-up costs included about \$5,000 for an overhead projector, screen, and large display monitor. An existing laptop is used to display the data discussed during the meetings.

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

Operational costs for this program are for staffing, and are approximately \$190,000 annually.

16. How is the program funded?

The program is funded by State general funds.

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

No.

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

MDEStat utilizes a laptop, overhead projector, screen and monitor for the weekly MDEStat meetings. Also utilized are three PCs, a printer, and a scanner for the staff running the program, as well as standard office software.

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. MDEStat is modeled after the CitiStat program that Governor O'Malley developed as Mayor of Baltimore City. Governor O'Malley is now using this data-based management approach statewide, in Maryland's StateStat program.

The MDEStat Director can serve as a contact for additional information; see numbers 3-7 above.

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

No, we are not aware of another state agency, in Maryland or elsewhere, that has a similar program.

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

Yes, MDEStat has been fully implemented.

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

MDEStat has brought about significant improvements in MDE operations.

Examples of MDEStat effectiveness include the following:

- *reduced the number of MDE programs with enforcement backlogs from 13 to one;*
- *identified new uses for over \$5 million in previously underutilized federal DWSRF set-aside funds;*
- *improved the compliance rate for radiation machines from around 50% to 74%;*
- *identified four underutilized inspectors, enabling them to devote time to emerging priorities;*
- *reduced the number of very-overdue personnel evaluations from over 100 to zero.*

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

The program has evolved, moving from considering broader questions to examining issues of concern in more depth. Program staff have also developed, over time, more specific ideas about which kinds of issues and questions MDEStat can most effectively address, and have focused meeting time and discussions more strategically.

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

Staffing: At least one senior-level dedicated staff person is critical, as is excellent administrative support.

Executive support: The agency CEO must be fully supportive and willing to devote personal time to the process on an ongoing basis. Further, the person who runs the program must report directly to the CEO and be fully empowered to speak internally for the CEO.