

MOORE-MILLER ADMINISTRATION 2024 STATE PLAN



THE OFFICE OF GOVERNOR
WES MOORE

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LETTER FROM THE GOVERNOR

A little more than a year ago, I stood on the steps of the State House and thanked you – the people of Maryland – for the honor you gave me and Lieutenant Governor Miller. I said then, and I still believe now, that our state is truly remarkable. Maryland is home to dynamic industries, spectacular natural beauty, and people as talented as they are determined. But for too long, Maryland has been asset-rich and strategy poor. For too long, we’ve followed politics and not the data. For too long, we left too many people behind. Under our Administration, that is changing.

Today, I am proud to release our Maryland State Plan – the first in a decade. Our plan lays out how we will deliver results for Marylanders. We’ve centered this plan on our vision for Maryland – to make Maryland safer, more affordable, more competitive, and a state that continues to serve. To turn this vision into reality, we will focus on the ten implementation priorities detailed in this document. Each of these priorities is shaped by the data and the problems we’re trying to solve. And make no mistake – this is not a plan that will sit on a shelf. I have directed my Cabinet to track our progress and hold ourselves accountable. We have a big challenge ahead of us, but it is a challenge we must undertake to get Maryland back on track.



As the first State Plan of our Administration, we expect this plan and our approach to grow and evolve as we make progress, learn what works and what doesn't, and listen to Marylanders. Just as important as what our goals are is how we will implement them. In implementing our State Plan, we will be a government committed to:

- **DEFENDING THE RIGHTS, FREEDOMS, AND DIGNITY OF ALL MARYLANDERS;**
- **REBUILDING AND REIMAGINING STATE GOVERNMENT TO MEET THE NEEDS OF RESIDENTS;**
- **PRIORITIZING DATA, EVIDENCE, AND CONTINUOUS IMPROVEMENT;**
- **GOVERNING THROUGH PARTNERSHIP; AND**
- **LEVERAGING CAPITAL OF ALL KINDS.**

Our State Plan is a management tool, but it is also a document that embodies our values. The strategies we deploy will directly affect the lives and livelihoods of Marylanders. We have already made progress – from bolstering our economic competitiveness to mounting the most aggressive assault on child poverty in Maryland history to taking an all-of-the-above approach to public safety in all of our communities. But there is much more to do. This plan is our roadmap of how we will get big things done and restore faith in what government can deliver.

The challenges ahead demand that all of us do our part to move Maryland forward – front-line state employees, companies, philanthropies, educational institutions, partners, and Marylanders finding their own way to serve each other. Thank you for being full partners in the work.

Governor Wes Moore

A stylized, handwritten signature in black ink, representing Governor Wes Moore. The signature is fluid and cursive, with the first letters of the first and last names being prominent.

OVERVIEW OF THE MOORE-MILLER STATE PLAN

We developed this State Plan to lay out an implementation roadmap of the Moore-Miller Administration's mission to **"Leave No One Behind"** in Maryland. The plan is centered on ten priorities developed with agencies and building upon their engagement with the community, insights from the Moore-Miller Transition Report, and work done in the first year of the Administration. This plan complements our FY 2025 budget proposal and 2024 legislative agenda, which were unveiled earlier this month.

For each of the 10 priorities in this plan, we lay out three elements – the articulation of the priority area, the flagship objectives that we aim to achieve within each priority, and the key performance indicators we will use to measure success.

The priorities are the articulation of the highest aspirations for the state and highlight our commitments. Over the past year, we have taken significant strides in fulfilling our mission across the priority areas. In this plan, we further describe our commitment to build and expand on our successes.



The objectives are the flagship goals we have set for each of the ten priorities. Our ambitious ten priorities are aspirational and enduring, with the objectives being clear guideposts along the way. While these objectives are not exhaustive, they were selected to provide examples of the types of activities the state will be engaging on to build Maryland’s future. We will also adapt and evolve our approaches as needed.

The key performance indicators to measure progress have been selected to highlight the data-driven approach we plan to take to track the state’s progress. While some indicators are not fully in the control of the State government, we have included some here as north stars to guide our work. While taking this approach, we will continue to work to improve data availability and sharing to enable improved transparency and increase the use of data to drive decision-making.

We recognize that to be successful, our State Plan will need to be dynamic and evolve to incorporate lessons learned and voices from the community. This State Plan is also not comprehensive of everything the state does, nor everything we will do to achieve our priorities. Rather, it covers our high-level priorities. The goal of the Moore-Miller Administration is to bring together all of Maryland in owning, assessing, and implementing this State Plan to ensure that no one is left behind.

LEAVE NO ONE BEHIND BY

1. ENDING CHILD POVERTY IN THE STATE OF MARYLAND

“No group deserves our help more than the children of Maryland. In a state with the highest median income in the country, one in eight children lives in poverty. How can we expect them to fill their minds with ideas, if they cannot fill their stomachs with food? How will they rise above their station if they are in a constant state of deprivation? We can, and we will, end child poverty in the state of Maryland.” - Governor Wes Moore

The Moore-Miller Administration’s commitment to young people throughout Maryland is embedded in the state’s responsibility to support all young people and provide them with the tools and resources they need to thrive. Currently, **1 in 8 Maryland children lives in poverty, with Baltimore City and Prince George’s County accounting for ~40%.**¹ We are committed to driving this number down significantly in the coming decade.

Beyond the clear benefits to young people, reducing childhood poverty delivers gains for all Marylanders, from the aversion of long-run criminal justice and healthcare costs and a more robust economy and workforce, now and in the future. Based on the research by the National Academies, cutting childhood poverty in half could benefit Maryland by up to \$13 billion annually with reduced Medicaid and criminal justice state expenditure.² In addition, investing in Maryland’s child poverty reduction could result in higher workforce participation by encouraging work through the Earned Income and Child Tax Credits, as per the National Academies’ research.²

During his first legislative session, Governor Moore took historic action towards ending childhood poverty by **raising the minimum wage to \$15 an hour on January 1, benefiting 163,000 Maryland workers and 120,000 children.** Governor Moore, also **released \$10 million in previously withheld funding to support paid family and medical leave**, and he enacted the Family Prosperity Act, which will lift **34,000 children to the next rung on the economic ladder** by expanding the Earned Income Tax Credit and the Child Tax Credit. In addition, the state provided \$50 million in general funds to support the Temporary Cash Assistance program which assists more than 50,000 Marylanders. Maryland also provided \$5 million for the Summer SNAP program, \$4.8 million more than the mandated level of \$200,000. This program provides nutritional benefits to eligible children during the months they are out of school.

To further help end child poverty in Maryland, in January 2024 Governor Moore introduced the **ENOUGH Act** - a first-in-the nation state level effort to end concentrated child poverty and build

¹ US Census Bureau American Community Survey (ACS) 2021, 5-year estimates. Analysis created using custom data extracts from the Integrated Public Use Microdata Series (IPUMS), University of Minnesota. (2/3 of Maryland’s children in poverty reside in Baltimore City, Prince George’s County, Montgomery County, and Baltimore County)

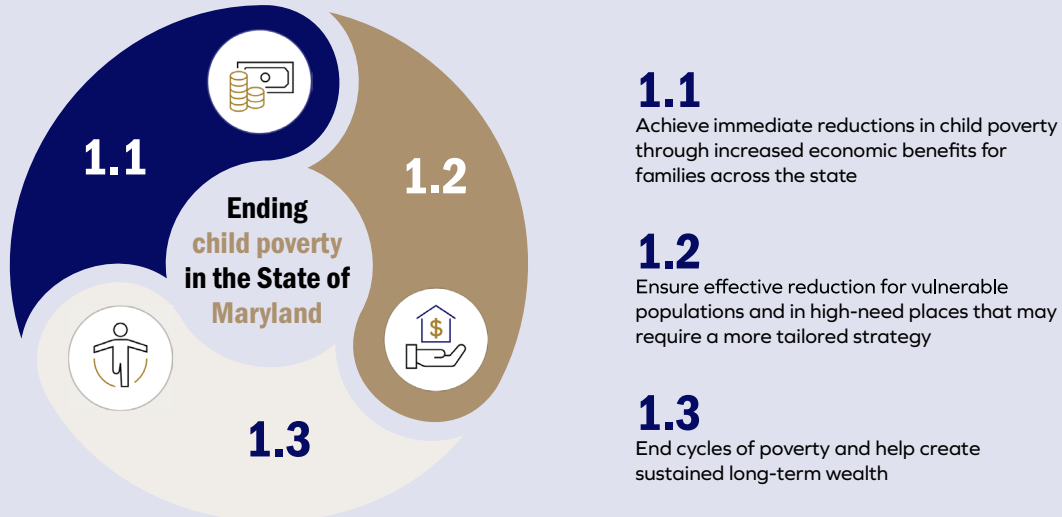
² National Academies. (2019). A Roadmap to Reducing Child Poverty. <https://nap.nationalacademies.org/catalog/25246/a-roadmap-to-reducing-child-poverty>

safe and economically thriving communities. The Governor’s FY 2025 Budget proposal includes \$15 million for the first year of the ENOUGH Act, as well as **\$270 million to support Child Care Scholarship (CCS)** to help families enroll their young children in high-quality child care, and \$9 million to support implementation of the new Federal EBT program that will support nutrition of children when school is not in session and have access to free or reduced-cost meals. The Governor’s budget also prioritizes increased investments in education and housing, targeting families most in need. The Governor is also calling upon outside partners to invest in communities with the highest concentrations of poverty and support evidence-based, child-centered, and place-based plans.

OBJECTIVES AND CORE STRATEGIES

The State of Maryland’s plan to reduce child poverty is informed by the National Academies’ Roadmap to Reducing Child Poverty³, which identified direct income and expense assistance, including the Earned Income and Child Tax Credits (EITC and CTC), incremental housing support, and food assistance as the most cost-effective federal interventions to reduce poverty. Maryland translates these elements to a State-led context while also considering other innovative strategies and accounting for progress already made, including via the Family Prosperity Act.

EXHIBIT 1. OBJECTIVES TO END CHILD POVERTY IN THE STATE OF MARYLAND



Based on the roadmap, the State defines three key objectives in working to end child poverty (see Exhibit 1)

- 1.1 Achieve immediate reductions in child poverty through economic benefits assistance to families** across the state. This includes increasing and expanding access to means-tested, cash assistance programs (e.g., Earned Income and Child Tax Credits, nutrition assistance, child care support, health care insurance) and partnering with nonprofits to do so.

³ The National Academies are a private, nongovernmental institution established by Congress to advise the nation on issues related to science and technology. Congress asked the National Academies to provide a nonpartisan, evidence-based report of the most effective means for reducing child poverty by half in the ten years

1.2 Ensure effective reduction for vulnerable populations and in high-need places that may require a more tailored strategy through the Governor’s proposed ENOUGH Act. If passed, the ENOUGH Act will use place-based strategies to:

- Increase access to high quality education and care - cradle to career. This includes effective implementation of the Blueprint for Maryland’s success.
- Connect workers to quality jobs and in-demand occupations and support entrepreneurship.
- Enable family-sustaining income and access to affordable high quality housing, child care and health care, including reproductive, maternal, behavioral and mental health care.
- Build economically strong, healthy and safe communities.
- Provide high-quality support for vulnerable populations.
- Promote inclusive economic development to break the cycle of poverty.

1.3. End intergenerational cycles of poverty and help create sustained long-term wealth across the state by removing barriers to creating wealth and provide resilience against income shocks (such as losing a job). This includes efforts to support small business creation and homeownership in disadvantaged communities. Importantly, the economic benefits noted in 1.1 above are also aimed at helping families build wealth by increasing their ability to save.

Three cross-cutting strategies are also part of the above objectives for reducing child poverty:

- **ELIMINATE BARRIERS TO PROGRAM PARTICIPATION BY STREAMLINING APPLICATION AND RE-ENROLLMENT PROCESSES.**
- **INCREASE CROSS-AGENCY COORDINATION AT THE LOCAL AND STATE LEVEL TO SERVE INDIVIDUALS, FAMILIES AND COMMUNITIES MORE HOLISTICALLY.**
- **STRENGTHEN PARTNERSHIPS WITH SERVICE PROVIDERS, COMMUNITY ORGANIZATIONS, NONPROFITS, AND THE PRIVATE SECTOR TO LEVERAGE PUBLIC-PRIVATE PARTNERSHIPS AND SUPPORT COMMUNITY-DRIVEN ACTION.**

To track progress, the State plans to measure overall effectiveness of current direct assistance programs as well as overall outcomes through indicators like number of families experiencing homelessness, number of at-risk youths and recidivism (see Exhibit 2).

Exhibit 2. Indicators to measure success in ending child poverty in the State of Maryland

Key Performance Indicators
• Enrollment in key economic benefits programs, such as: • Supplemental Nutrition Assistance Program (SNAP) • Temporary Cash Assistance (TCA) • Maryland Energy Assistance Program (MEAP) • Temporary Disability Assistance Program (TDAP) • Entries to foster care due to neglect • Number of families and individuals experiencing homelessness • Number of at-risk youths reached with preventive services (e.g., summer youth employment)

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2. SETTING MARYLAND'S STUDENTS UP FOR SUCCESS

“And importantly, we do not have to choose between giving our children an excellent education and an equitable one. We will ensure that every student knows their state loves, and needs them — and we will create policies to help them thrive. We will invest in our special education students, our English language learners, our LGBTQIA+ students, students experiencing homelessness, and every kid who needs a little extra help. We will see to it that mental and behavioral health challenges do not prevent our children from getting the education they need and deserve. And while Maryland is home to some of the world’s greatest institutions of higher education — a fact of which we should be very proud — we must end the myth that young people must attend one of them to be successful. Every student in Maryland will know that there are many paths to success and fulfillment — and those paths begin with high-quality, highly inclusive schools from Pre-K to 12th grade.”

- Governor Wes Moore

The Moore-Miller Administration is committed to delivering opportunity and the promise of a better future to every Maryland child. Even though Maryland has the second highest percentage of population with a bachelor’s degree or higher in the country, there are still challenges with educational equity. For example, today there is a **10% disparity in high school graduation rates between Black/African American students and their white peers, and a 20% gap for Hispanic students.**⁴ Governor Moore is dedicated to addressing these and other challenges in the coming years by delivering an excellent education system that sets every one of Maryland’s students up for success.

Investing in education is also preparation for Maryland’s competitive and fair future. For example, **high quality early childhood programs can yield a \$4 – \$9 dollar return per \$1 invested.**⁵ Therefore, the state is committed to providing an excellent education for all 900,000 Pre-K to 12th grade students⁶ and over 170,000 college students in Maryland⁷, especially those who have been historically underserved, in order to build the foundation for Maryland’s future success by working together with over 120,000 educational professionals in over 1,400 public schools.

The Moore-Miller Administration has begun to lay the groundwork to set students on the path toward success by investing in education including funding a record **\$8.7 billion in K-12 public education**, \$900 million for the education Blueprint, \$422 million toward Maryland’s historically black colleges and universities (HBCUs), and \$393 million for Maryland’s community colleges.

⁴ Maryland State Department of Education (2023), Cohort Graduation and Dropout Rates. https://marylandpublicschools.org/stateboard/Documents/2023/0228/CohortRatesSBOE_022023.pdf

⁵ Center on the Developing Child at Harvard University, InBrief: Early Childhood Program Effectiveness. <https://developingchild.harvard.edu/resources/inbrief-early-childhood-program-effectiveness/>

⁶ Maryland State Department of Education (2023), Maryland Transforms: A Strategic Plan Guidebook. <https://strategicplan.marylandpublicschools.org/maryland-transforms/>

⁷ Including students in Maryland public schools and the University System of Maryland, respectively

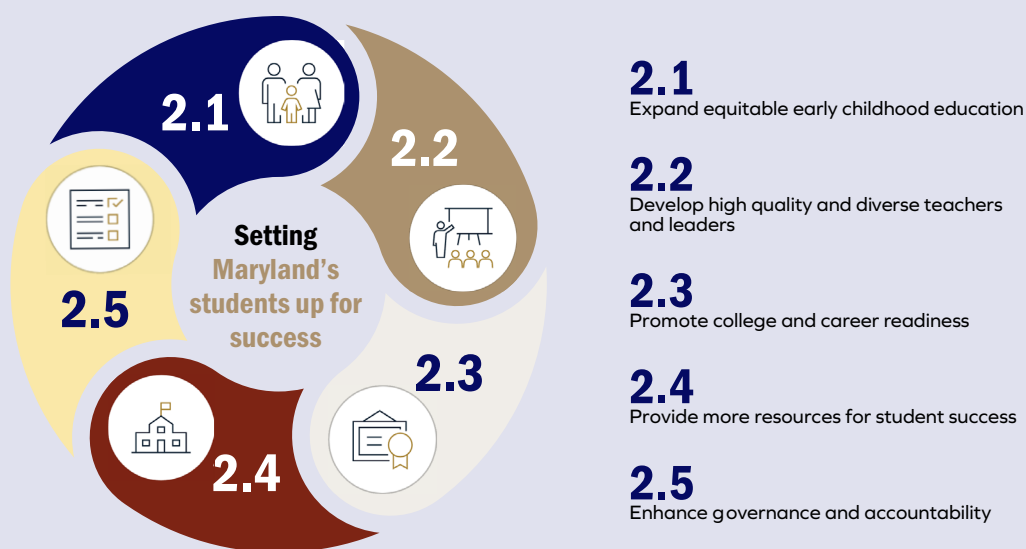
Governor Moore also signed and authored the **Educator Shortage Reduction Act** to address educator shortages across the state and help current and future educators succeed.

The Governor's FY 2025 budget also includes funding proposals to set Maryland's students up for success. The FY 2025 budget provides record funding for K-12 education, investing \$9.2 billion in Maryland's public schools—fully funding Blueprint for Maryland's Future programs. The \$9.2 billion reflects an increase of \$461 million or 5.3 percent compared to FY 2024. In addition funding to support low-income students grows by \$160 million (8 percent) over FY 2024. This includes \$131 million in additional grant funding to expand wrap-around services in schools with high concentrations of poverty. Finally, the Governor's budget includes \$2.3 billion in record state funding to University System of Maryland institutions.

OBJECTIVES AND CORE STRATEGIES

The State of Maryland's plan to transform its education system to a world-class model is informed by the Blueprint for Maryland's Future, a landmark piece of legislation passed in 2021, which identified five distinct pillars to support the foundation needed to elevate every child to reach their full promise and potential (captured below in Exhibit 15).

EXHIBIT 3. OBJECTIVES TO SET MARYLAND'S STUDENTS UP FOR SUCCESS



Based on the roadmap, the State defines five key objectives in setting Maryland's students up for success (see Exhibit 3):

- 2.1 Expand equitable early childhood education (ECE)**, including full-day Pre-K at no cost for kids from lower-income families and support services for at-risk children and their families. This also means driving a higher quality of ECE by increasing the number of well-trained educators, improving standards and instructional materials, and monitoring the outcomes of student growth.

2.2 Develop high-quality and diverse teachers by improving teacher preparation and development programs, increasing starting salary, providing incentives for National Board Certified Teachers, as well as expanding education pathways to diversify and retain educators.

2.3 Promote college and career readiness (CCR) by establishing standards and driving all students to meet the CCR standard by 10th grade, developing an early warning system to identify potential at-risk students, and enabling students to enter Post-CCR pathways such as apprenticeship programs that are aligned with students' strengths and industries' needs.

2.4 Provide more resources for student success by strengthening wraparound and mental health services through community schools, establishing workgroups on multilingual learners, improving students' access to state financial aid, and increasing funding for special education, financial assistance, and other evidence-based support.

2.5 Enhance governance and accountability by working with the Accountability Implementation Board and Expert Review Teams program, which will hold the state and local education agencies accountable for the implementation of Blueprint strategies.

To track progress, the State plans to measure students' academic growth at distinct stages, as well as enrollment and graduation rates, teacher retention, school resources, and financial support for students (see Exhibit 4).

Exhibit 4. Indicators to measure success in Setting Maryland's students up for success

Key performance indicators
• Percent of kindergarten students scoring at the Demonstrating Readiness level on the Kindergarten Readiness Assessment (KRA) • Percent of grade 3 students scoring at or above Proficient on the Grade 3 English Language Arts (ELA) assessment • Percent of new teachers of color as measured by the Fall Staff Collection report • Percent of teachers retained over a 3-year period • Percent of schools with one or more school psychologists, mental health professionals, etc. • Percent of grade 8 students that are chronically absent, received suspensions, or failed ELA or math courses in grades 6-8 • Percent of children in grades 9 through 12 who drop-out of school in an academic year • High school graduation rate • Percent of students receiving Maryland Community College Promise Scholarship • Percent of students receiving any state financial assistance award • Four-year transfer and graduation rate of first-time community college students

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3. CREATING AN EQUITABLE, ROBUST, AND COMPETITIVE ECONOMY

“We made strategic investments to create jobs, build wealth, and to generate economic growth. When we took office, Maryland was ranked 43rd in unemployment. Maryland was ranked 47th in economic momentum. One year in, Maryland now has the lowest unemployment rate in the country, and we have jumped 20 slots in economic momentum...but today, that work continues.” - Governor Wes Moore

The Moore-Miller Administration recognizes Maryland’s economic potential and commits to making the state better positioned to compete in the global economy and create new opportunities for all. Building an economy that leaves no one behind and one that is centered on expanding opportunities to work, wages, and wealth will require the development of an aggressive economic development strategy that leverages existing assets, forming partnerships, and investing in programs and initiatives that demonstrate the potential of achieving the desired outcomes.

For decades, Maryland has not been able to transform its assets into meaningful strategic economic advantages to uplift all Marylanders. Early last year, **Maryland’s overall economic competitiveness ranked low in the nation, with GDP growth and exports per capita at 49th and 37th in the nation, respectively.**⁸ Maryland’s overall economy is growing at a slower rate than other states, at 0.7% GDP, and trailed behind peer states in its innovation climate and foreign investment.^{9, 10, 11}

To strengthen Maryland’s economic competitiveness, the State must aggressively commit itself to building a climate that encourages and promotes economic development from all sectors and businesses of all sizes. From Fortune 500 companies to Main Street businesses, Maryland needs to cultivate a diverse ecosystem of industries to promote its long-term economic and fiscal health.

To that end, the Moore-Miller Administration has already delivered tangible results to support this global objective. Governor Moore signed an executive order **creating the Maryland Economic Council** to map Maryland’s economic assets, identify opportunities for growth, and drive an economic development strategy to accomplish. During his first legislative session, Governor Moore introduced and signed two bills focused on economic development: the **Innovation Economy Infrastructure Act** (a pilot program leveraging state dollars for grants that expand access to capital and bring tech-driven investments to the state from renewable energy to quantum commuting, while driving long-term innovation), and the **Access to Banking Act** (which improves access to low- and moderate-income communities to empower entrepreneurs to develop work and wealth across the state). Governor Moore also signed an executive order to **strengthen government accountability**

⁸ Ludwig, A. (n.d.). Maryland Chamber of Commerce | Maryland Competitiveness Data. Mdchamber.org. <https://mdchamber.org/resources/maryland-competitiveness-data/#::~:~:text=Maryland>

⁹ Ludwig, A. (n.d.). Maryland Chamber of Commerce | Maryland Competitiveness Data. Mdchamber.org. <https://mdchamber.org/resources/maryland-competitiveness-data/#::~:~:text=Maryland>

¹⁰ (2020). Eimpactv3.com. <https://massachusetts-tech-mhmc.eimpactv3.com/dashboards/118/rankings/innovation>

¹¹ New Foreign Direct Investment in the United States, 2022 | U.S. Bureau of Economic Analysis (BEA). (2022). Bea.gov. <https://www.bea.gov/news/2023/new-foreign-direct-investment-united-states-2022>

for **Maryland's Minority Business Enterprise program**, underscoring the administration's commitment to strengthening participation, compliance, and accountability for the program. The executive order will provide the Moore-Miller Administration with data to assess Maryland's current Minority Business Enterprise program performance and inform program development strategy in order to meet the state's 29% participation goal.

Baltimore's recent designation as a **Tech Hub** – only one of 31 in the nation – presents a transformative opportunity to create jobs in industries of the future; cultivate and strengthen partnerships within the public, private, and nonprofit sectors; and position Maryland to be at the forefront of the tech economy through the lens of equity. Additionally, the Governor's FY 2025 budget proposes \$6.4 million in new state funding in FY 2025 to support Baltimore's Tech Hub Consortium and help compete for an opportunity of up to \$70 million through the Tech Hub Phase 2 grant from the U.S. Economic Development Administration. Similarly, the **FBI relocation to Greenbelt** will bring more than 7,500 jobs and over \$4 billion in economic activity to Maryland while confirming the state as the cyber tech capital of the nation.

Maryland's economy is experiencing significant momentum. A December 2023 report by the US Bureau of Economic Analysis indicated that Baltimore City's economy grew at a rate of 5.9 percent in 2022, the second fastest rate of growth of any Maryland county (highest among large MD counties) and 8th highest among large counties nationwide. **Maryland's ranking in the Index of State Economic Momentum jumped 20 slots**, going from a rank of 47th to 27th during 2023.¹² Maryland also now has the **lowest unemployment rate in the country**.

The Moore-Miller Administration is committed to building on this momentum. Creating an equitable, robust, and competitive Maryland economy would lead to better employment opportunities, higher wages, and allow families across the state to build the generational wealth needed for economic stability. For example, by considering equity outcomes in the state's strategies – such as allowing small, minority-owned businesses easier access to capital – we are working to combat the disparity of wealth between white and Black families.¹³

OBJECTIVES AND CORE STRATEGIES

Creating an equitable, robust, and competitive Maryland economy is a holistic effort requiring an efficient infrastructure system, an aligned workforce to maintain labor supply that meets the needs of both target and current businesses,¹⁴ and strategic development through clusters, local entrepreneurship, and an attractive financial climate.¹⁵ To further the State's productivity, input from Maryland small businesses and relevant industry stakeholders informed the state's plan to increase economic competitiveness. Given that, the State of Maryland aims to deliver on improving such key drivers of competitiveness¹⁶ across three objectives (see Exhibit 5):

¹² Index of State Economic Momentum, *December 2023, Volume 41, Issue 24 | Federal Funds Information for States (ffis.org)*.

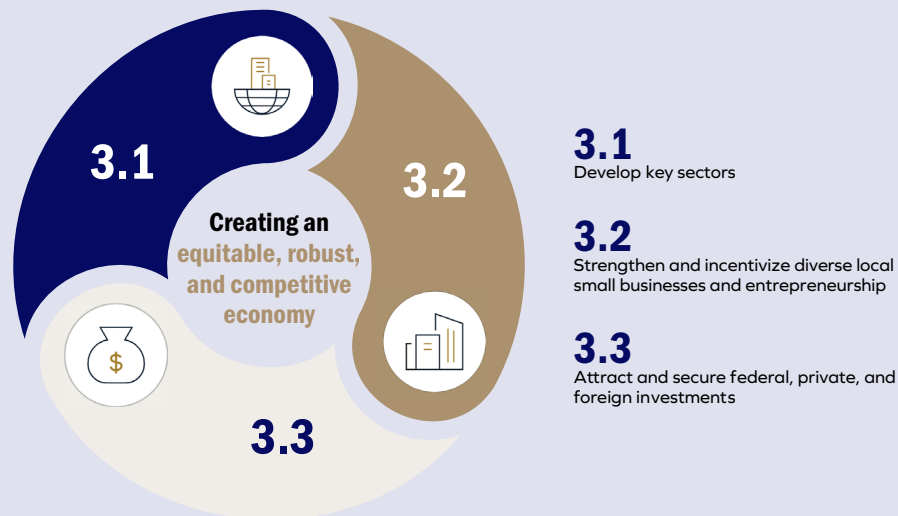
¹³ A Bold Plan to Unlock Economic Opportunity for Maryland's Black Families. (n.d.). Wes Moore for Maryland. Retrieved October 4, 2023, from <https://wesmoore.com/issues/unlocking-opportunity-for-black-families-maryland/>.

¹⁴ State Economic Development Strategies | Urban Institute. (2017, April 24). [www.urban.org](https://www.urban.org/research/publication/state-economic-development-strategies). <https://www.urban.org/research/publication/state-economic-development-strategies>

¹⁵ Regional Development Plan. (n.d.). Delta Regional Authority. Retrieved October 5, 2023, from <https://dra.gov/about/strategic-development-plan/>.

¹⁶ Moore-Miller Transition Plan

EXHIBIT 5. OBJECTIVES TO CREATE AN EQUITABLE, ROBUST, AND COMPETITIVE ECONOMY



There are three key objectives in creating an equitable, robust, and competitive economy (see Exhibit 13):

3.1 Develop key sectors, such as life sciences, artificial intelligence, IT/cyber, research and development, clean energy, military & federal civilian agencies, aerospace, and sports/arts/entertainment by attracting, retaining, and investing in Maryland businesses and companies.

3.2 Strengthen and incentivize diverse local small businesses and entrepreneurship, by promoting equitable access to capital and making it easier to start and run a business in Maryland through more efficient business licensing, access to financial support, and technical assistance programs. In conjunction, the state also plans to lead by example by carrying out fair and equitable procurement processes that foster increased participation among minority-owned, woman-owned, veteran-owned and small businesses.

3.3 Attract and secure federal, private, and foreign investments to promote domestic and international trade of Maryland products and drive business creation, expansion and retention in Maryland.

To measure progress, the State plans to track overall growth of Maryland's economic competitiveness through critical indicators of innovation such as patents and start-ups, labor, and capital investments, as well as relevant outcomes such as number of jobs created or retained (see Exhibit 6).

Exhibit 6. Indicators to measure success in increasing Maryland’s economic competitiveness

Key performance indicators
• Maryland’s growth in total real gross domestic product (real GDP) • Number of jobs created and retained • Maryland’s unemployment rate • Maryland’s labor force participation rate • Number of certified firms in the following socioeconomic procurement programs: Minority Business Enterprise (MBE), Veteran-Owned Small Business Enterprise (VSBE), and Small Business Reserve (SBR) • Number of new patents issued annually per capita • Total number of new business registrations • Total employment

LEAVE NO ONE BEHIND BY

4. CONNECTING MARYLANDERS TO JOBS

“Because our workforce, both public and private, is the key to our state’s future. Study after study tells us the same thing. Every business across the country says their number one factor for relocation, for growing their companies where they are, is a trained and educated workforce. This is not something we need to create from scratch. That workforce already exists. The state just needs to strategically use its assets and resources to unlock its potential.” - Governor Wes Moore

The Moore-Miller Administration is committed to accelerating the economy, focusing first on “work, wages and wealth” - which requires a systematic effort toward equitable and ambitious employment for all Marylanders.¹⁷ Despite Maryland’s rich educational assets, the state continues to see ongoing labor shortages in key industries and has more people in the workforce leaving the state than moving in, indicating a perceived lack of opportunity.¹⁸ **Maryland is categorized as most severe in the worker shortage index nationally, trailing behind peer states.**¹⁹ About 7.6% of Maryland’s jobs are currently unfilled, with particular barriers of entry for women, youth and justice-involved individuals, who have lower workforce participation overall.^{20, 21, 22, 23} Furthermore, as of November 2023, **Maryland’s labor force participation rate was 65.2%.** This rate fell during the COVID-19 pandemic (69.3% in January 2020) and has yet to fully rebound. At the same time the demand for workers is only expected to increase, with Governor Moore announcing in 2023 the **creation of nearly 32,000 new jobs across the state.**

In his first budget, Governor Moore invested nearly \$5 million to the Maryland Apprenticeship Training Program, including \$1 million in tax incentives for employers. Governor Moore signed an **executive order to promote workforce development** in state public works projects which is a national model for the nation on how to utilize project labor agreements. Governor Moore also launched new workforce development programs in the public sector and hospitality industry to **expand apprenticeships** across the state.

Additionally, the Governor’s FY 2025 budget includes **investments in quality child care** to support workers. The budget also proposes \$2 million increase in state funds to increase the number of grantees for the **Employment Advancement Right Now (EARN) program**, which is nationally recognized and works to ensure that Maryland has the talent it needs by focusing on industry sector strategies that produce long-term solutions to sustained skill gaps and personnel shortages, and \$2.5 million in new funding to launch a pilot program for apprenticeship pathways within state government agencies.

¹⁷ Governor Moore Proclaims Labor Day in Maryland - Press Releases - News - Office of Governor Wes Moore. (n.d.). Governor.maryland.gov. Retrieved October 10, 2023, from <https://governor.maryland.gov/news/press/pages/governor-moore-proclaims-labor-day-in-maryland.aspx>

¹⁸ Ludwig, A. (n.d.). Maryland Chamber of Commerce | Maryland Competitiveness Data. Mdchamber.org. Retrieved October 4, 2023, from <https://mdchamber.org/resources/maryland-competitiveness-data/#~:text=Maryland>

¹⁹ Ferguson, L. C., Stephanie. (2023, September 15). Understanding America’s Labor Shortage: The Most Impacted States. Www.uschamber.com. <https://www.uschamber.com/workforce/the-states-suffering-most-from-the-labor-shortage?state=md>

²⁰ Maryland’s Labor Shortage: I95 Business. (n.d.). I95business.com. Retrieved October 6, 2023, from <https://i95business.com/articles/content/marylands-labor-shortage-1828>

²¹ U.S. Bureau Of Labor Statistics. (2023). Current Population Survey (CPS). Bls.gov. <https://www.bls.gov/cps/>

²² U.S. Bureau Of Labor Statistics. (2023). Current Population Survey (CPS). Bls.gov. <https://www.bls.gov/cps/>

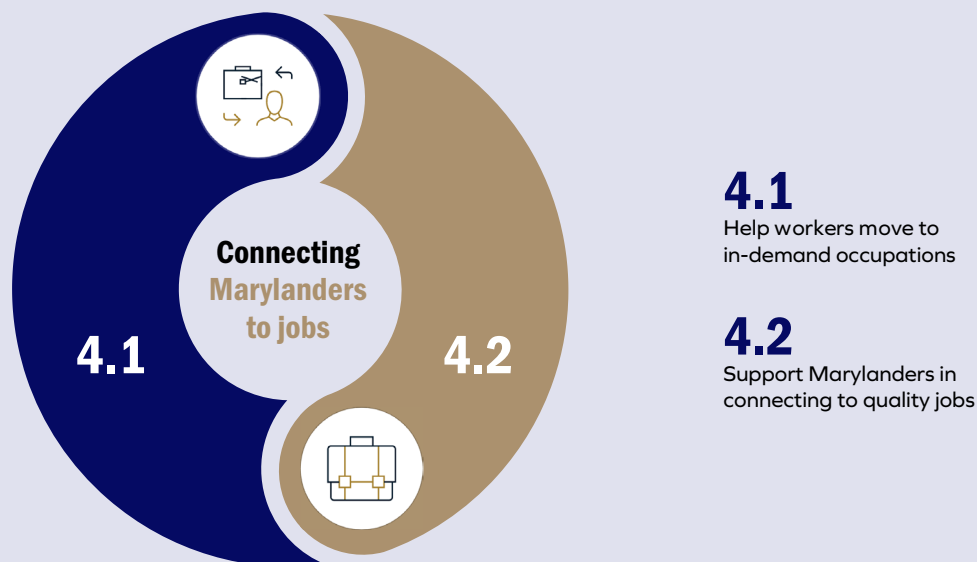
²³ Initiative, P. P. (n.d.). Data toolbox. www.prisonpolicy.org. <https://www.prisonpolicy.org/data/>

A strong workforce is a key aspect of investment attraction and innovation within the State of Maryland, ensuring that businesses can stay competitive in the global market. As companies look for qualified professionals, workforce development also allows Marylanders to engage in the creation of innovative products and services. By deploying targeted strategies to close the skill gap, the State of Maryland is creating new opportunities for those who have been historically left behind.²⁴

OBJECTIVES AND CORE STRATEGIES

The State of Maryland's plan to connect Marylanders to jobs is informed by analytical examination of shortages and inequities within the current composition of Maryland's workforce to define in-demand areas and the most affected populations. Partnership between key state leaders, such as the Department of Labor, Department of Commerce and the Maryland Higher Education Commission informs the strategy taken to increase workforce participation overall by eliminating barriers to employment and targeting shortages in high-growth occupations. Given that, the State's plan aims to deliver on two core objectives (see Exhibit 17):

EXHIBIT 7. OBJECTIVES TO CONNECT MARYLANDERS TO JOBS



Based on the roadmap, the State defines two key objectives in connecting Marylanders to jobs (see Exhibit 7):

- 4.1 Help workers move to in-demand occupations** through scaling up and addressing shortages of the workforce in key areas such as healthcare and IT and creating employer partnerships to prepare talent for jobs of the future.
- 4.2 Support Marylanders in accessing quality jobs**, particularly for women, youth, people with disabilities, and justice-involved individuals. Our strategies include targeting existing agency programs such as EARN and outreach to increase women's labor force participation,

²⁴ <https://www.air.org/sites/default/files/WDEMP-Importance-of-Workforce-Development-Brief-April-2021.pdf>

increasing exposure to employers and supporting counseling for youth, and removing structural barriers to employment for justice-involved individuals.

Across both objectives, the State will act to:

- **PROVIDE NAVIGATION AND COUNSELING AND REMOVE BARRIERS TO UPSKILLING BY CREATING A PAY-IT-FORWARD FUND THAT SUPPORTS PEOPLE TRAINING FOR SHORTAGE AREAS PAIRED WITH WRAPAROUND SUPPORT, INCLUDING BUILDING ON PREVIOUS EFFORTS SUCH AS THE COMMUNITY COLLEGE PROMISE TO IMPLEMENT INNOVATIVE FUNDING MECHANISMS AND OFFER BEST-IN-CLASS NAVIGATIONAL RESOURCES**
- **STRENGTHEN TRAINING AND EDUCATION INSTITUTIONS (E.G., HIGHER EDUCATION INSTITUTIONS AND WORKFORCE TRAINING PROVIDERS) THROUGH SERVICES FOR PARTICIPANTS TO ENTER RELEVANT TRAINING, SUCCESSFULLY COMPLETE IT, AND CREATE A CLEAR PATHWAY TO EMPLOYMENT**
- **ENGAGE EMPLOYERS TO UNDERSTAND SKILL GAPS AND ENCOURAGE UPWARD MOBILITY FOR WORKERS**

To track progress, the State plans to measure progress among all stages of participation in the labor force, from training programs to employment opportunities. Further focus will be placed on key groups of Marylanders, such as women, youth, and justice-involved individuals (see Exhibit 8).

Exhibit 8. Indicators to measure success in connecting Marylanders to jobs

Key performance indicators

- Number of Maryland workers
- Number of Marylanders ages 16-24 who are neither in school nor working
- Percent of labor force participation of women (age 25-54)
- Number of active registered apprenticeship programs
- Number of active apprentices
- Percentage of EARN Maryland incumbent participants that acquire a new credential, certification, or skill as a result of participation in EARN Maryland training
- Percentage of EARN Maryland participants who complete training placed into employment

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5. CREATING SAFER COMMUNITIES

“Pushing back on violence is about accountability and action, yes – but it’s also about prevention, coordination, and strategy. In Maryland, we’ve taken an all-of-the-above approach to public safety, to support state and local law enforcement, build stronger communities, and coordinate across all parts of government and all parts of society.” - Governor Wes Moore

The Moore-Miller Administration is committed to creating a safer Maryland for all. The administration is focused on improving public safety by increasing accountability for the most violent offenders, creating safe and thriving communities by investing deeply in both law enforcement and communities, and being data led in identifying the underlying causes of recidivism and identifying best practices/programs to deter crime throughout our state.

The Governor took an all-of-the-above approach to crime by focusing on supporting law enforcement, building stronger communities, coordinating across governments, and investing in Maryland’s youth through the Safe Summer initiative. For example, the Moore-Miller Administration prioritized resources for law enforcement in FY 2024, providing a record **\$127 million to local law enforcement**.²⁵ The **Safe Summer Initiative prioritized early intervention** to build a more effective, less expensive, and better long-term approach to improving public safety and bolstering opportunity for youth involved in Maryland’s juvenile justice system.

Governor Moore also bolstered coordination with local and federal law enforcement agencies and **resumed an active partnership between Baltimore City and the Maryland Coordination and Analysis Center (MCAC)** - the focal point between Maryland’s public safety agencies that provides critical data, analysis, and insight on crime trends and root causes. Governor Moore also **invested \$11 million in MCAC** to expand staffing, invest in technology infrastructure, and promote intelligence sharing in coordination with all local jurisdictions.

In addition, the Governor’s Office of Crime Prevention and Policy dedicated more than **\$280 million in FY 2023 in combined Federal and State funds through 885 awards** towards criminal justice strategies to enhance public safety, reduce crime and juvenile delinquency, and serve victims. In FY 2024, the office increased funding to nearly \$300 million. This included an additional \$1 million in additional emergency state funding for **hate crime prevention grants** to help protect faith-based organizations and nonprofits.

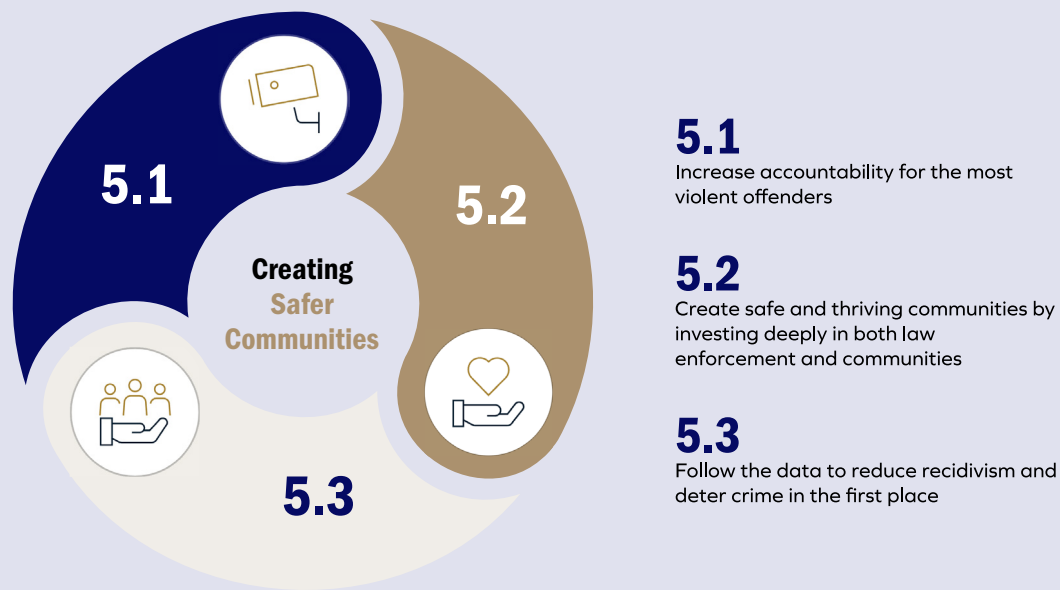
²⁵ Maryland Department of Public Safety. (2023) Maryland State Police Governor Moore Announces Historic Initiatives and Investment in Public Safety, Names Colonel Roland Butler as Superintendent of Maryland Department of State Police [press release] <https://governor.maryland.gov/news/press/pages/Governor-Moore-Announces-Hill-in-PS-Names-Colonel-Roland-Butler-as-Superintendent-of-MSP.aspx>

These public safety measures are starting to make an impact. For example, homicides in Baltimore City decreased to fewer than 300 for the first time in nearly 10 years. Non-fatal shootings also dropped to 634, down about 7.9% from the prior year. However, that data represents too many lives lost, and too many lives interrupted. Further, some statistics trended in the wrong direction. Property crimes, for example, increased 50% over the past year.²⁶ Though progress has been made, there is still much to do.

OBJECTIVES AND CORE STRATEGIES

To continue toward a safer Maryland the state plans to create safer communities, reduce crime and protect the state on and offline, the state has developed key objectives.

EXHIBIT 9. OBJECTIVES TO CREATE SAFER COMMUNITIES



There are three key objectives in creating safer communities (see Exhibit 9):

- 5.1 Increase accountability for the most violent offenders** by supporting local law enforcement to recruit, train, and retain officers, and partnering with the U.S. Attorney’s office and prosecutors to increase the rate of case resolution. Maryland will also bolster its cybersecurity to protect critical infrastructure.
- 5.2 Create safe and thriving communities by investing deeply in both law enforcement and communities** through grants from the Governor’s Office of Crime Prevention and Policy (GOCPP) and the Governor’s Office of Children (GOC), as well as other community investments discussed in other sections of this document, such as place-based interventions to reduce poverty and create more affordable housing.
- 5.3 Follow the data to reduce recidivism and deter crime in the first place** by establishing the Center for Firearm Violence Prevention and Intervention. Maryland will also expand its well-rounded re-entry services by increasing apprenticeships for incarcerated individuals, support

²⁶ Baltimore City Police Department: [Crime Summary, 2023](#)

"Inmate Training and Job Pilot Program" that provides inmates access to college coursework, and advising pre-release and leveraging Medicaid opportunities to provide necessary health care services and behavioral health treatment for court involved individuals. We will also expand the successful THRIVE program to support the highest-risk youth.

Additionally, the Governor's FY 2025 Budget includes an additional **\$4.4 million to continue and expand a key gun violence prevention program** launched through the Governor's Safe Summer Initiative—Thrive Academy—across the state; an increase of **\$12 million to fund an Enhanced Services Continuum and community services for the young people** who need them most; and **\$10 million and 3 positions within the Department of Health's Public Health Services** to launch statewide gun violence prevention efforts. In addition, the Governor introduced the **The Growing Apprenticeships in Public Safety (GAPS) Act** that is focused on making sure that Maryland is training and supporting highly-qualified law enforcement professionals to protect our communities.

To measure progress, the State plans to measure overall effectiveness the state plans to use key performance indicators (see Exhibit 10).

Exhibit 10. Indicators to measure success in making the State of Maryland safer

Key performance indicators

- Gun seizures through the Special Assistant US Attorney (SAUSA) Program
- Cases reviewed, referred to federal prosecution, or prosecuted by local States Attorney through the SAUSA Program
- Homicide rate
- Juvenile victims of homicide rate
- Auto theft rate
- Carjacking rate
- Non-fatal shooting rate
- Percent of community supervision cases closed without a new offense
- Rates of adult 3-year recidivism
- Rates of youth recidivism (percent of youth re-adjudicated within one year after release from all residential placements)

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6. MAKING THE STATE OF MARYLAND A DESIRABLE AND AFFORDABLE HOME FOR ALL RESIDENTS

“We are committed to ensuring that Marylanders in every county across the state have access to affordable housing, and we look forward to working in partnership with our local leadership to promote equitable housing opportunities for all.” - Governor Wes Moore

The Moore-Miller Administration is committed to better serving Maryland residents and improving the safety of the state’s diverse communities. Currently, the homeownership rate in Maryland is 70%, which is significantly higher than the national average.²⁷ However, there are still challenges regarding the affordable housing shortage, demographic disparities, vulnerable households, and homeownership support. For example, Maryland is facing a serious **housing shortage of around 100,000 units,²⁸ and over 5,800 Marylanders are experiencing homelessness including nearly 300 veterans on any given night.²⁹** The state government is committed to address these problems in the coming years.

To address the affordable housing shortage, Governor Moore announced at least **\$47.7 million in different projects to support and build affordable housing across the state** in his first year. This included \$13.4 million to support affordable housing projects, \$25 million in additional paygo capital for the rental housing works program, \$3 million in awards for nine developers working in historically disinvested communities and the funding would create or preserve nearly 500 affordable housing units in Baltimore and Chestertown, and \$6.3 million in funding to build affordable housing in Montgomery County.

By promoting equitable housing opportunities for all Marylanders, the state is reaffirming each individual’s right to housing as well as working to strengthen Maryland communities. A recent study conducted by Stanford University shows that affordable housing development revitalizes low-income neighborhoods, increasing house prices 6.5%, lowering crime rates, and attracting racially and income diverse populations.³⁰

²⁷ U.S. Census Bureau (2023), Housing Vacancies and Homeownership. <https://www.census.gov/housing/hvs/data/rates.html>

²⁸ Up For Growth (2023), 2023 Housing Underproduction in the U.S. <https://upforgrowth.org/apply-the-vision/2023-housing-underproduction/>.

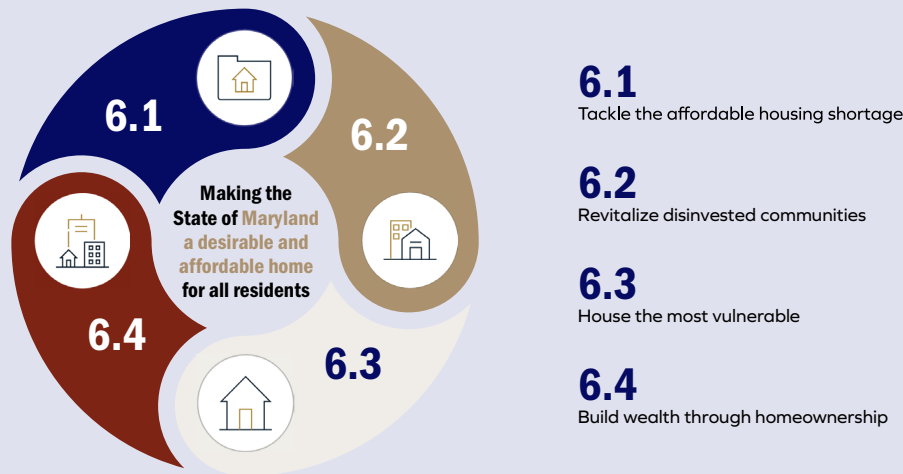
²⁹ U.S. Department of Housing and Urban Development (2023), The 2023 Annual Homelessness Assessment Report (AHAR) to Congress. <https://www.huduser.gov/portal/sites/default/files/pdf/2023-AHAR-Part-1.pdf>

³⁰ Diamond, R., & McQuade, T. (2019). Who wants affordable housing in their backyard? An equilibrium analysis of low-income property development. *Journal of Political Economy*, 127(3), 1063-1117. https://www.nber.org/system/files/working_papers/w22204/w22204.pdf

OBJECTIVES AND CORE STRATEGIES

The State's plan to improve access to affordable housing considers the needs of Marylanders, from the immediate affordable housing shortage crisis to the long-term goal of home ownership, the revitalization of neighborhoods, and assistance for the most vulnerable residents in obtaining and maintaining a stable home. The State has developed actions to deliver on four objectives (see Exhibit 11).

EXHIBIT 11. OBJECTIVES TO MAKE THE STATE OF MARYLAND A DESIRABLE AND AFFORDABLE HOME FOR ALL RESIDENTS



Based on the roadmap, the State defines four key objectives in making the State of Maryland a desirable and affordable home for all residents (see Exhibit 11):

- 6.1 Tackle the affordable housing shortage** across the state by building new housing units, preserving affordable housing units, bolstering rental housing access for people in need, and promoting transit-oriented development (TOD)
- 6.2 Revitalize disinvested communities**, particularly across main street districts, aging commercial corridors, neighborhood business districts, and historically-inequitable neighborhoods by reinvesting in these areas and prioritizing social, environmental, safety, health outcomes in revitalization efforts in targeted areas
- 6.3 House the most vulnerable** to drive towards functional zero chronic homelessness. Our strategies include protecting tenant rights, creating new housing voucher programs and housing options for the vulnerable population, and leveraging programs that connect qualifying individuals with stable housing
- 6.4 Build wealth through homeownership**, including expanding financial assistance programs to reduce the racially-based appraisal gap and to protect legacy homeowners / renters, and improving access to homeownership for people with disabilities.

Additionally, the Governor's FY 2025 budget includes over \$115 million in increased capital support for housing and community revitalization efforts; \$12 million for continued support of Downtown Partnership of Baltimore to help strengthen downtown Baltimore; and funding to start the Maryland Community Investment Corporation which will make investments in low-income communities.

To measure progress, the State plans to measure housing affordability and stability, community development, as well as homelessness and homeownership (see Exhibit 12).

Exhibit 12. Indicators to measure success in making the State of Maryland a desirable and affordable home for all residents

Key performance indicators

- Number of people that experience chronic homelessness
- Number of veterans that experience chronic homelessness
- Number of affordable housing units preserved and developed via state and federal resources
- Number of vacant structures demolished via state resources
- Number of households receiving down payment assistance
- Number of first-time home buyer households
- Percentage of minority homeownership
- Number of mortgages financed through Maryland Department of Housing and Community Development (e.g., Maryland Homeownership Assistance Fund, Maryland Mortgage Program)
- Number of residents on energy assistance (Maryland Energy Assistance Program and Electric Universal Service Program)

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7. ADVANCING INFRASTRUCTURE TO BETTER CONNECT ALL MARYLANDERS TO OPPORTUNITIES AND EACH OTHER

“One of my highest priorities is making sure Maryland leads on transit. In order to accomplish that goal, we must invest in our system, invest in our workers, build out our bus routes, and strengthen our railways...” - Governor Wes Moore

The Moore-Miller Administration’s commitment to economic mobility and equitable access to Maryland’s economic resources drives the state’s responsibility to provide an infrastructure system that better connects all residents. By ensuring that Maryland’s infrastructure is accessible, safe for all, and is climate-friendly and equitable, the economic opportunities that come with investments in infrastructure will be available across the state. However, **Maryland’s infrastructure currently faces continuing issues, as the state received a C-ranking** by the American Society of Civil Engineers³¹ **and is experiencing an ongoing decline of public transit ridership, consistent with the national trend.**³² In particular, to create an equitable and green infrastructure system, Maryland will also work to reduce **emissions from transportation**. These emissions currently account for **35% of Maryland’s greenhouse gas pollution**,³³ and public transit utilization has a larger impact on minority populations. Users spend an additional 66.3% of their time commuting.³⁴

Furthermore, the time has come to reimagine and reconstruct the funding model and mechanisms for the Transportation Trust Fund (TTF). A significant portion of the TTF revenue is derived from the motor fuel tax - a declining revenue source due to more and more Marylanders purchasing fuel efficient vehicles, as well as plug-in hybrid and electric vehicles. This transition moves Maryland closer to being the greenest state in the country, but also creates structural deficits in transportation funding.

To start addressing this problem, in January 2023 Governor Moore joined President Biden to celebrate the replacement and revitalization program of the **Frederick Douglass Tunnel, investing \$450 million and generating 30,000 jobs** in the Baltimore region. In November 2023, President Biden announced a transformative **\$7 billion investment in Maryland rail infrastructure**. By the summer of his first year in office, Governor Moore announced more than \$267 million in federal funding to **expand high speed internet access**. In July 2023, Governor Moore also announced the **historic relaunch of Baltimore’s Red Line**, a major investment in transit to significantly enhance east-west connectivity across the Baltimore region. While building Maryland’s infrastructure, the Governor remains committed to improving safety. That’s why in November 2023 he and other

³¹ Maryland | ASCE’s 2021 Infrastructure Report Card. (2016, October 27). ASCE’s 2021 Infrastructure Report Card | <https://infrastructurereportcard.org/state-item/maryland/>

³² Maryland transit ridership below pre-pandemic mark. (2022, July 9). AP News. <https://apnews.com/article/maryland-baltimore-715f6a1331b995d38590d6650ae367b4>

³³ MDOT Greenhouse Gas Reduction Act (GGRA) Plan - MDOT. (n.d.). www.mdot.maryland.gov/tso/pages/Index.aspx?PagelD=BB#:~:text=The%20current%20statewide%20emissions%20inventory

³⁴ UDOT. The Bipartisan Infrastructure Law Will Deliver for Maryland.

Maryland leaders approved 15 recommendations surrounding **safety and reducing work zone deaths**. In addition the Governor introduced a bill to increase permitting and licensing transparency in order to improve predictability for those seeing to build or grow businesses in Maryland.

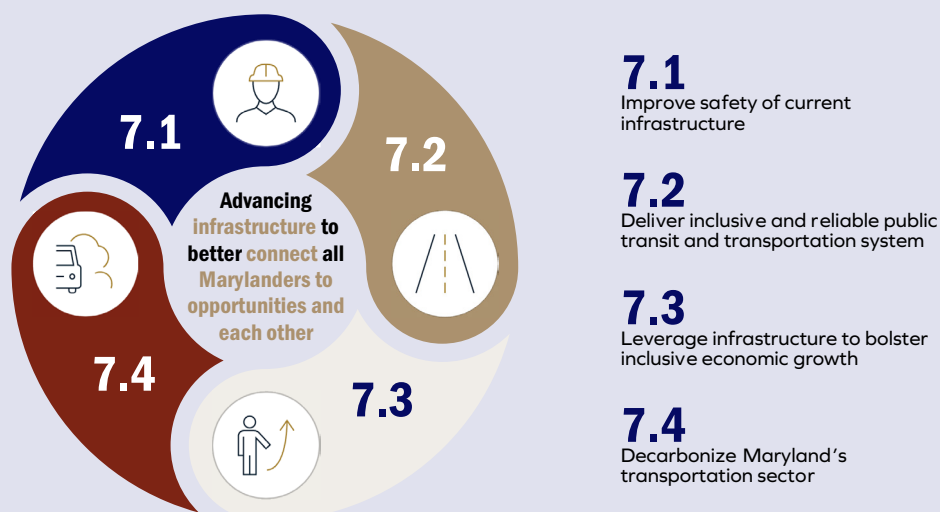
We are building a strong and equitable infrastructure system that is beneficial to all Marylanders.

By utilizing the over \$9 billion federal investments from the Bipartisan Infrastructure Law, Maryland is better positioned to support residents and improve overall state productivity, especially vulnerable populations such as the 9% without access to cars.³⁵ The lack of convenient transportation has an outsized impact on low-income families, diminishing their ability to become financially secure. The state also benefits from interconnected communities, particularly through offering broadband services to residents who lack access - particularly in rural areas of the state.³⁶

OBJECTIVES AND CORE STRATEGIES

The State of Maryland's plan to better connect the state through an effective infrastructure system builds on recognized standards for safety and reliance, such as implementing the data-driven Vision Zero bill.³⁷ By leveraging strategic infrastructure investments, Maryland aims to deliver a transportation network that is efficient, safer, cleaner and more equitable while simultaneously growing the economy. To do so, the State will target four key objectives that incorporate existing challenges as identified by public feedback,³⁸ and employ sustainable and enduring engineering solutions (see Exhibit 5):

EXHIBIT 13. OBJECTIVES TO ADVANCE INFRASTRUCTURE TO BETTER CONNECT ALL MARYLANDERS TO OPPORTUNITIES AND EACH OTHER



³⁵ Transportation is a critical need for Maryland workers in underserved communities | Nonprofit in Greater Baltimore | United Way of Central Maryland. (n.d.). Uwcm.org. Retrieved October 5, 2023, from <https://uwcm.org/blog/stories/transportation-critical-need-maryland-workers-underserved-communities>

³⁶ Benefits of Broadband | ncbroadband.gov. (n.d.). Wwn.ncbroadband.gov. <https://www.ncbroadband.gov/broadband-101/benefits-broadband#:~:text=Broadband%20enables%20local%20communities%2C%20regions>

³⁷ Download our Strategic Highway Safety Plan (SHSP). (n.d.). Zero Deaths Maryland & Vision Zero - Maryland Highway Safety Office. Retrieved October 5, 2023, from <https://zerodeathsmd.gov/highway-safety-office/strategic-highway-safety-plan/>

³⁸ Moore-Miller Transition Report

Based on the roadmap, the State defines four key objectives in advancing infrastructure to better connect all Marylanders to opportunities and each other (see Exhibit 13):

7.1 Improve the safety of current infrastructure with a steadfast commitment to Vision Zero

(of minimizing deaths and serious injuries), including expanding safe, accessible and ADA-compliant sidewalks and intersections, developing transformative bicycle networks, upgrading bridges, and treating impervious surfaces on state roadways.

7.2 Deliver an inclusive and reliable public transit and transportation system,

with a focus on accessibility and transit options including paratransit, supporting locally operated transit systems (LOTS) and expanding key assets (e.g., Red Line, Purple Line, BWI Marshall Airport). Additionally, the state will continue working with WMATA and MTA to improve overall customer experience, and operational and financial excellence. At the same time, the state will continue to explore options to resolve transportation funding challenges.

7.3 Leverage infrastructure to bolster inclusive economic growth,

particularly through Transit-Oriented Development (TOD), regional partnerships across key economic corridors (e.g., Amtrak, MARC), and strategic collaboration with federal, state, and local governments, non-profits, and businesses, for cross-cutting projects such as the Frederick Douglass Tunnel and broadband access expansion. The State also plans to internally improve on its project delivery approach to ensure effective delivery of the infrastructure Maryland needs.

7.4 Decarbonize Maryland's transportation sector by expanding infrastructure for electric vehicles and alternative fuels and working to reduce vehicle-miles-traveled (VMT) through Travel Demand Management (TDM) within the state government and across critical commuter routes.

Additionally, the Governor's FY 2025 budget includes \$150 million to relieve pressure on the state's Transportation Trust Fund in FY 2025 by using General Funds for a portion of the state's WMATA contribution, and \$173 million in increased federal funds for the ongoing Statewide Broadband program aimed at expanding and improving internet access in underserved areas.

To measure progress, the State plans to measure overall effectiveness and equity of Maryland's infrastructure through key metrics related to safety, public transit ridership, infrastructure hub utilization, and transportation-related emissions (see Exhibit 14).

Exhibit 14. Indicators to measure success in advancing infrastructure to better connect all Marylanders to opportunities and each other

Key performance indicators

- Number of fatalities and serious injuries on all roads in Maryland
- Number of infrastructure projects delivered on-time
- Total number of mass transit riders
- Number of mass transit riders:
 - Local bus
 - Locally Operated Transit Systems (LOTS)
 - Metro
 - Light Rail
- Reduction of vehicle hours of delay (VHD) or traffic congestion
- Federal grant dollars awarded
- Total contract amounts awarded to Airport Concession Disadvantaged Business Enterprises (ACDBE), Disadvantaged Business Enterprises (DBE), Minority Business Enterprises (MBE), Small Business Enterprises (SBE), and Veteran-Owned Small Business Enterprises (VSBE)
- Percent of vehicles registered in the state that are alternative fuel, electric or hybrid-electric
- Number of residents with no broadband access

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8. ENSURING WORLD-CLASS HEALTH SYSTEMS FOR ALL MARYLANDERS

“We know it is unacceptable that in the home of some of the best medical institutions on the planet, that more than 250,000 Marylanders lack healthcare coverage. We have been asked to accept that some of us must be left behind. That in order for some to win, others must lose. And not only that: We have come to expect that the people who have always lost... will keep losing. Well, we must refuse to accept that.” - Governor Wes Moore

The Moore-Miller Administration is committed to better serving residents and improving the health and wellness of all Marylanders. Though Maryland performs well on many health system rankings, too many Marylanders have trouble accessing healthcare (approximately 6% of Marylanders or around 370,000 individuals were uninsured in 2022)³⁹ and experience unequal health outcomes. For example, **Black women, the rate of pregnancy-related deaths was 4x the rate for white women.**⁴⁰

To improve Maryland’s health systems, Governor Moore invested significant resources through the FY 2024 budget. These investments included **\$1.4 billion in direct state support for mental health and substance use disorder services; \$12.3 billion for Maryland’s Medicaid and Maryland Children’s Health Program (MCHP)**, including a total of \$4.1 billion in general fund support; **and \$1.9 billion to support community services for developmentally disabled Marylanders**, including an additional \$28.1 million to expand services and reduce the waitlist. In June 2023, Governor Moore announced that nine Maryland nursing programs would receive **\$5.8 million in funding to address the state’s nursing shortage.**

In July 2023, Governor Moore also announced new Medicaid benefits enhancing health care access for Marylanders, including **the Healthy Babies Initiative**, an initiative that will play a crucial role in reducing maternal deaths by providing access to Medicaid for noncitizens during pregnancy and for four months after the baby is born.

Additionally, the Governor’s FY25 budget includes over \$1.4 billion for mental health and substance use disorder programs; \$35.5 million general funds and \$65.9 million federal funds to provide coverage for an anticipated more than 5,700 noncitizen pregnant women, as established by the Healthy Babies Equity Act; and \$92 million to increase the reimbursement rates to certain health services providers in FY 2025.

³⁹ US Census Bureau’s 2022 American Community Survey (ACS) 1-year. <https://data.census.gov/table?q=uninsured+rates&g=040XX00US24>

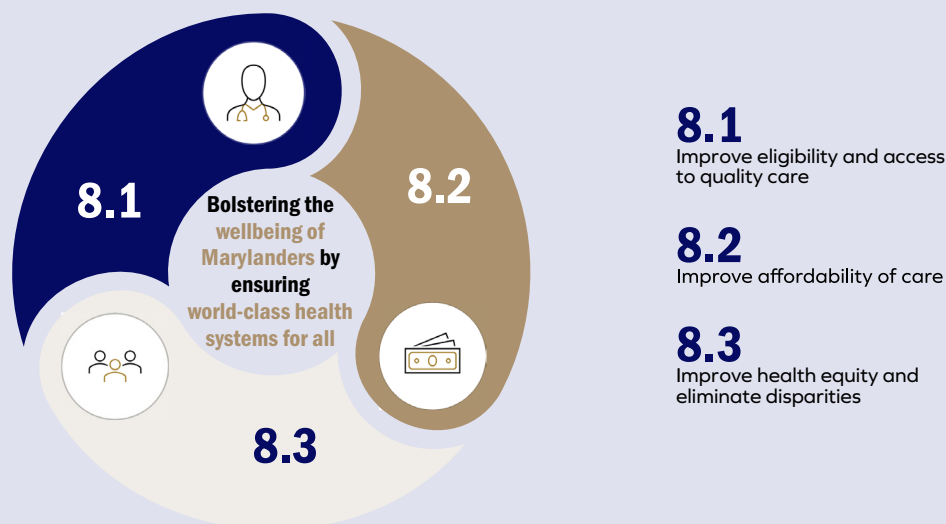
⁴⁰ Commonwealth Fund (2023). Scorecard on State Health System Performance. <https://www.commonwealthfund.org/publications/scorecard/2023/jun/2023-scorecard-state-health-system-performance>

Building a better health system in Maryland will improve quality of life for all residents. Apart from improving health for all, there are other extensive benefits such as job creation, family economic stability, and other overall community-level benefits.⁴¹ Moreover, it is a cost-saving strategy as the literature indicates that for every \$1 invested in better health, the median local return is approximately \$4.⁴²

OBJECTIVES AND CORE STRATEGIES

The Administration heard Marylanders expressing their need for effective and accessible care for all Marylanders, particularly the most vulnerable and in need.⁴³ As a response, the State plans to bolster wellbeing by implementing strategies to build an effective health system that serves all residents. To accomplish this, Maryland aims to achieve three key objectives (see Exhibit 15):

EXHIBIT 15. OBJECTIVES TO BOLSTER THE WELLBEING OF MARYLANDERS BY ENSURING WORLD-CLASS HEALTH SYSTEMS FOR ALL



Based on the roadmap, the State defines three key objectives in working to bolster the wellbeing of Marylanders by ensuring a world-class health system for all (see Exhibit 15):

- 8.1 Improve eligibility and access to quality care**, particularly focusing on maternal and infant health, behavioral health, and support for veterans and older adult populations. The State plans to partner with community-based organizations and nonprofits to expand overall capacity and improve quality and continuum of care for all Marylanders.
- 8.2 Improve affordability of care** by driving efforts and partnerships to lower the cost of prescription drugs and renegotiate the Maryland Total Cost of Care Model with the federal Centers for Medicare and Medicaid Services.

⁴¹ Francis, D. L., Dumka, N., Kotwal, A., & Dutta, P. K. (2023). Why should we invest in health? Evidence from the lens of second-order benefits of health. *Journal of Global Health Reports*, 7, e2023059.
⁴² Masters, R., Anwar, E., Collins, B., Cookson, R., & Capewell, S. (2017). Return on investment of public health interventions: a systematic review. *J Epidemiol Community Health*, 71(8), 827-834.
⁴³ Moore-Miller Transition Report

8.3 Improve health equity and eliminate disparities by enhancing community wraparound services, providing culturally competent services, and addressing social determinants of health in healthcare settings.

To track progress, the State plans to measure access, affordability, and outcomes of Maryland's quality healthcare through indicators like the number of behavioral health providers, the change in cost for treatments and drugs, and improvement in health outcomes and disparities (see Exhibit 16).

Exhibit 16. Indicators to measure success in bolstering the wellbeing of Marylanders by ensuring world-class health systems for all

Key performance indicators

- Number of behavioral health providers per capita
- Average emergency department wait time
- Cancer mortality rate per 100,000 Marylanders
- Infant mortality rates per 1,000 live births
- Maternal mortality rates
- Average out-of-pocket costs for prescription drugs
- Percentage of follow-up within 30 days after inpatient discharge or emergency department visit for adult mental health and for youth mental health
- Number of opioid overdose-related deaths in Maryland
- Percent of people uninsured

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9. MAKING MARYLAND A LEADER IN CLEAN ENERGY AND THE GREENEST STATE IN THE COUNTRY

“My administration has laid out a strategic plan to cut carbon, to invest in clean energy technology, to ensure that Marylanders of all backgrounds can get involved in our push to build a more sustainable future.” - Governor Wes Moore

Maryland is in a critical moment where bold actions are required to protect its environment for present and future generations. **Maryland is the fourth most vulnerable state** against the effects of sea level rise, which marks an extreme threat for the state as 72% of the population lives in coastal areas. The impact of climate change will be experienced throughout the state, with 263,500 jobs and \$11.1 billion in wage income being exposed due to sea level rise⁴⁴ and 100-year flooding in the Chesapeake Bay region by 2035.⁴⁵

On day one in office, Governor Moore released **nearly \$14.3 million in funding for environmental programs, including the Climate Solutions Now Act** which aims to reduce statewide greenhouse gas emissions. He also **signed the Clean Trucks Act**, which aims to tackle transportation-related emissions by strengthening and streamlining Maryland’s incentives for in-state electric vehicle charging infrastructure. The bill also strengthens efforts to electrify medium-and-heavy duty zero-emission vehicles for small-businesses and local governments. Governor Moore also announced a new **Chesapeake and Atlantic Coastal Bays improvement strategy** - highlighting a major policy shift in how Maryland will deploy resources to improve water quality in the Chesapeake Bay. He signed two executive orders and outlined plans to provide more places for people to safely swim, better protect coastal areas from climate change, and increase fish and crab populations to improve economic opportunities for watermen and the state’s seafood industries. Governor Moore also committed the state of Maryland to achieving **100% clean energy by 2035**. Finally, Governor Moore set a goal to quadruple Maryland’s offshore wind power and produce enough energy to power nearly 3 million homes by 2031.

Additionally, the Governor’s FY25 budget includes \$90 million to fund initiatives to support implementation of the state’s Climate Pollution Reduction Plan, and over \$74 million from the Chesapeake and Atlantic Bays 2010 Trust Fund (CBTF) to support critical bay restoration activities, implementation of best management practices, and tree planting.

⁴⁴ Maryland Department of the Environment. (2023). Climate Change Program. <https://mde.maryland.gov/programs/air/ClimateChange/Pages/index.aspx>

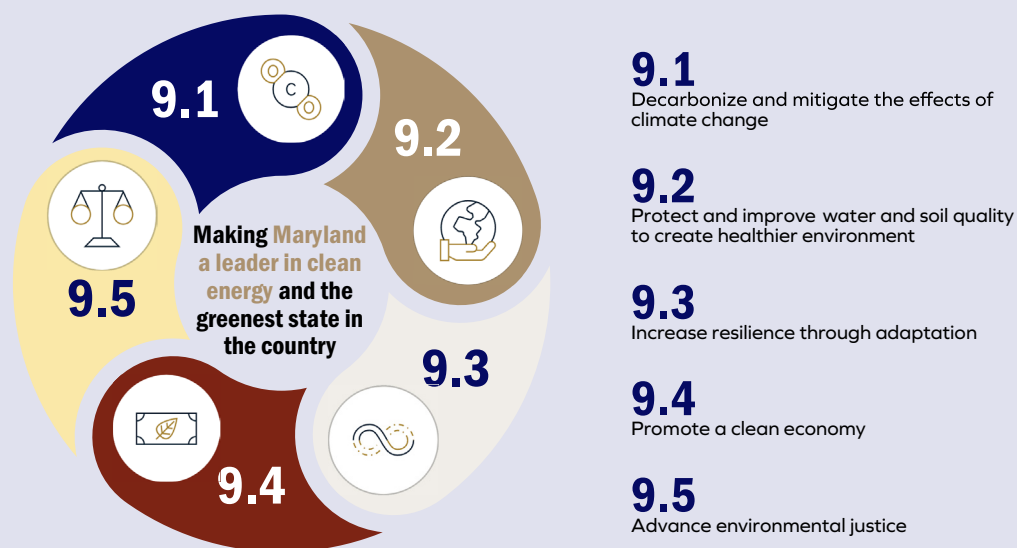
⁴⁵ Liao, Yanjun et al. (2023). Jobs at Risk: Sea Level Rise, Coastal Flooding, and Local Economies.

Addressing these complex issues related to clean energy and climate change will help grow Maryland's economic future and ensure no one is left behind. **By restoring and safeguarding Maryland's natural resources, air, and water, Maryland can work to maintain its future.** The strategies and performance indicators presented in the State Plan will aid in making Maryland a more sustainable, green state for generations to follow.

OBJECTIVES AND CORE STRATEGIES

Tackling these challenges require a dual pronged approach: mitigation and adaptation/resilience. Mitigation is needed to reduce and stabilize the levels of heat trapping greenhouse gasses in the atmosphere. Adaptation/resilience works to adapt to the climate change already occurring.⁴⁶ The State Plan includes both elements to best fight against climate change and defines the plan through five objectives to make Maryland the greenest state in the country (see Exhibit 11).

EXHIBIT 17. OBJECTIVES TO MAKE MARYLAND A LEADER IN CLEAN ENERGY AND THE GREENEST STATE IN THE COUNTRY



Based on the roadmap, the State defines five key objectives in making Maryland a leader in clean energy and the greenest state in the country (see Exhibit 17):

- 9.1 Decarbonize and mitigate the effects of climate change** by primarily driving towards sustainable energy usage, electrification, low carbon solutions within government and around Maryland, reducing pollution through enforcement and compliance measures, and planting more trees across the state.
- 9.2 Protect and improve water and soil quality** through accelerating restoration of the Chesapeake and Coastal Bays, reducing lead exposure impacts to children, and focusing on implementing both sustainable fishing and farming practices that will create a healthier environment.

⁴⁶ NASA. (2023). Responding to Climate Change. <https://climate.nasa.gov/solutions/adaptation-mitigation/>

9.3 Increase resilience through adaptation in state and local plans for equitable climate resilience and green infrastructure. The plans can include nature-based solutions such as restoring living shorelines and increasing land/forest preservation, and other technical solutions - including stormwater improvements and developing housing based on long-term risk of sea level rise, increased rain events, and heat. The plans and actions will prioritize front line communities who experience inequitable impacts from pollution and climate change.

9.4 Promote a clean economy in Maryland through investing in sustainable green and blue infrastructure projects and resulting jobs (e.g., the Maryland Climate Corps).

9.5 Further Maryland’s mission to advance environmental justice by developing regulations, community-level outreach, and educational programs that prioritize justice and equity while collecting and sharing data with health partners to quantify health outcomes. An all-of-the-above strategy will be used to advance Maryland as a leading state in environmental justice.

To track progress, the State plans to measure cross-cutting environment and climate change related indicators, including GHG emissions (see Exhibit 18).

Exhibit 18. Indicators to measure success in making Maryland the greenest state in the country

Key performance indicators
• Number of new trees planted • Number of enforcement actions to protect public health and our land, air, water and wetlands resources • Number of inspections • Penalty dollars collected yearly • Number of restoration projects implemented for improving shallow water habitats and addressing community needs • Number of acres of land protected to increase access for Marylanders • Number of acres managed under current conservation plan • Megawatts of clean energy generated • Percent of nutrients reduced to meet the Total Maximum Daily Load (Chesapeake Bay) • Number of Maryland Agricultural Water Quality Cost-Share (MACS) Program best management practices adopted by farms

LEAVE NO ONE BEHIND BY

10. MAKING MARYLAND A STATE OF SERVICE

“I want every young Marylander, of every background, in every community, to have the opportunity to serve our state. That is why we will offer a service year option for all high school graduates. A year of service will prepare young people for their careers — and provide our state with future leaders: public servants we desperately need. The challenges we face will require us to answer the call of service.” - Governor Wes Moore

Moore-Miller’s commitment to creating a state of service in Maryland will help people from all ages and backgrounds explore career pathways while serving their communities. Signature programs such as the Service Year Option and Maryland Corps have a dual goal of boosting community service among Marylanders to allow them to give back to their communities while being paid and providing training options. The idea of service is popular throughout the United States, with more than 60% of young Democrats and Republicans favoring “a national service program for Americans under the age of 25 that would be linked to student loan forgiveness or other relevant incentives.”⁴⁷

This strategy is enabling Maryland to build up its workforce and address priority issues facing Maryland like climate, education, and health while simultaneously acting as a bridge for participants to pursue employment, additional service opportunities, or more education.

On his first day in office, Governor Moore established the Maryland Department of Service and Civic Innovation, which was home to Maryland’s Service Year Option pioneered by Governor Moore. The SERVE Act was also signed, which **created a first-in-the-nation service year option to boost volunteering among young people,** allowing them to give back to their communities and be paid for their work. In **October 2023 the program officially launched with 280 participants** who were placed into community-centered jobs across the state and tailored to their interests. The Governor’s FY 2025 budget includes funding to expand the number of participants from 280 to 500 in its second year.

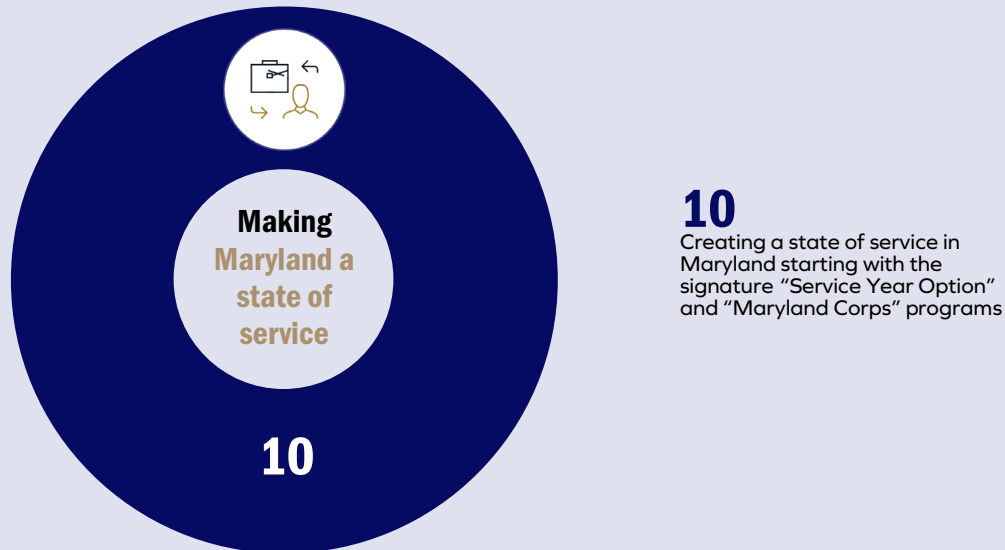
OBJECTIVES AND CORE STRATEGIES

To achieve the main objective of creating a state of service in Maryland starting with the **signature Service Year Option and Maryland Corps programs,** the State will work to reduce barriers to serve, attract resources to expand opportunities, and link service to apprenticeships / workforce development (e.g., positions like procurement officers). This strategy will be done in conjunction with public recognition of volunteering around marquee days of service and attraction / recruitment

⁴⁷ Harvard. (2017). <https://www.cnn.com/2023/01/26/opinions/wes-moore-serious-about-service-gergen-ctpr/index.html>

through the Department of Service and Civic Innovation. With this aim, the State plans to deliver on a single objective (see Exhibit 18):

EXHIBIT 19. OBJECTIVE TO MAKE MARYLAND A STATE OF SERVICE



Based on the roadmap, the State defines a single objective in making Maryland a state of service (see Exhibit 19):

10.1 Creating a state of service in Maryland starting with the signature “Service Year Option” and “Maryland Corps” programs by reducing barriers for Marylanders to serve and attracting resources to expand Maryland’s service programs.

To measure progress, the State plans to measure the number of participants in each program, including breakdowns by demographics, sectors served, and employment following programs (see Exhibit 20).

Exhibit 20. Indicators to measure success of making Maryland a state of service

Key performance indicators
• Number of participants in Maryland’s Service Year Option and Maryland Corp • Number of participants who graduate from Maryland’s Service Year Option and Maryland Corp • Number of participants who start full time employment following Maryland’s Service Year Option and Maryland Corps programs



THE OFFICE OF GOVERNOR
WES MOORE