DAVID A. GARCIA Secretary

January 10, 2017

The Honorable Lawrence J. Hogan, Jr. Governor
State House
100 State Circle
Annapolis, MD 21401

The Honorable Thomas V. Mike Miller, Jr. President of the Senate H-107 State House 100 State Circle Annapolis, MD 21401

The Honorable Michael E. Busch Speaker of the House H-101 State House 100 State Circle Annapolis, MD 21401

Dear Governor Hogan, President Miller, and Speaker Busch,

The Maryland Council on Open Data is pleased to submit its Annual Report for 2016 regarding its activities this past year in accordance with §10-1401 through 10-1404(b) of the State Government Article.

If there are any questions or comments, please contact me at david.garcia@maryland.gov.

Sincerely,

David A. Garcia Secretary

Enclosure

cc: Barbara Wilkins, Director of Government Relations, Department of Budget and Management

MSAR #10093

THE COUNCIL ON OPEN DATA ANNUAL REPORT January 10, 2017

The Honorable Larry Hogan Governor State House Annapolis MD 21401

The Honorable Thomas V. Mike Miller, Jr.
President of the Senate
H-107 State House Annapolis MD 21401-1991

The Honorable Michael E. Busch Speaker of the House H-101 State House Annapolis MD 21401-1991

BACKGROUND

Maryland's Open Data Act (State Government, Chapter 69, Section 10-1401 through 10-1404) became effective on June 1, 2014. This legislation includes instructions for the collection and storage of data online, and to make it available to the public. Open data makes state data easily accessible, self-service and, on-demand.

The statute also established the Council on Open Data, a group of 37 people who lead Maryland's open data. The duties of the Council are to recommend, coordinate, identify, advise, encourage, plan, promote, and advocate for Maryland's open data. The Council is required to meet twice a year and to publish this report annually.

The intent, of the Open Data Act, is to provide transparency so that businesses, residents, visitors, and civil servants can use state data to aid in decision making. The transparency of open data helps to improve accountability, by involving data owners in the responsibility for ensuring data is open and available to the public. Open data also has the potential to help improve performance, by enabling greater analysis of data and providing more opportunities for collaboration.

This 2017 Annual Report, from the Council on Open Data, provides readers with a greater understanding of Maryland's open data, activities of the Council, and the Council's outlook for open data in 2017.

EXECUTIVE SUMMARY

COUNCIL DELIBERATIONS

The Council on Open Data met once per quarter in 2016, for 2 to 3 hours per meeting. At the end of 2015, the Council created a list of goals to accomplish in 2016. The Governor's Office of Performance Improvement reviewed the list and refined it to more accurately reflect the nature of the work that the Council intended to accomplish. To that end, the term "Goal" has been replaced by the term "Activity" to reflect the ongoing nature of the Council's actions.

STATUS OF OPEN DATA IN MARYLAND

Demand for open data is growing, and constituents, businesses, customers and stakeholders expect it to be available to them as fast as they request it. The Council on Open Data foresees the need to continue to make improvements in data quality and automation to get updated datasets into Maryland's open data portals as soon as it becomes available so that it can be used to make timely decisions. Maryland provides open data access through two open data portals:

Open Data Portal

http://data.maryland.gov

Department of Information Rehonology OPEN DATA PORTAL Sourch for Datasets, Maps, and Graphs Updated Links to MD iMAP GIS Service Layers Owe 600 rates from 140 JHM, Maryland 100 JHM 140 JHM, Maryland 100 JHM 140 J

Figure 1: Screenshot of Open Data Portal homepage

GIS Data Catalog

http://data.imap.maryland.gov



Figure 2: Screenshot of GIS Data Catalog homepage

Maryland's open data portals received significantly more traffic in 2016 than in previous years. Customers are also doing much more with the data than in the past. We believe this is the result of 3 factors:

- 1. Governor Hogan and the Administration's commitment to transparency, accountability, performance, and results.
- 2. The open data portals administrators are listening to the needs of the constituents and are collaborating with agencies to provide more valuable data in the portal, and are publishing visualizations of open data that are easily consumable by the user community.
- 3. Constituents are finding the Open Data Portal and the GIS Data Catalog through better search engine optimization.

Open Data Portal (http://data.maryland.gov)

The Open Data Portal is the state's primary open data portal and currently hosts approximately 350+ datasets contributed from 34 state agencies. Throughout 2016, efforts have been made to collaborate and centralize additional datasets from partnering jurisdictions. Based on these efforts, an additional 600+ datasets are shared from approximately 7 partnering jurisdictions, and accessible through this centralized resource.

Most Popular Search Terms on the Open Data Portal

The list below shows the top 10 search terms for 2016.

- 1. health
- 2. transit
- 3. permits
- 4. crime
- 5. housing
- 6. mta
- 7. restaurant inspections
- 8. business
- 9. county
- 10. transportation

Additional popular search terms, from 2016, include: vehicle, bus, counties, jobs, education, property, traffic, salaries, population, schools, elevation, water, ridership, unemployment and tax.

Most Popular Dataset Downloads on the Open Data Portal

The list below shows the top 10 dataset downloads for 2016.

- 1. Maryland Port Administration General Cargo
- 2. 2012 Vehicle Collisions Investigated by State Police
- 3. Choose Maryland: Compare States Quality Of Life
- 4. Minority Business Enterprise Certified Businesses
- 5. Drug and Alcohol-Related Intoxication Deaths by County of Incident, 2007 2013
- 6. Total Number of Drug Intoxication Deaths by Selected Substances: 2007 2015
- 7. Overdose Deaths, Impaired Motor Vehicle Crashes, and Individuals in State-Supported Substance Abuse Programs by Month
- 8. Number of Cancer Cases for All Cancer Sites by Jurisdiction, Gender, and Race
- 9. Maryland Statewide Vehicle Crash Data Dictionary
- 10. MVA Vehicle Sales Counts by Month for CY 2002-2016

Additional popular dataset downloads included topics on: cigarette smoking, violent crime rates, ridership, food subsidies, employment, intoxication fatalities, electricity consumption, diabetes deaths, treatment program admissions, accidents, toll transactions, family planning facilities, cancer rates, birth rates, child-related dental work, lead paint, licensed facilities and death rates.

GIS Data Catalog (http://data.imap.maryland.gov)

The GIS Data Catalog is part of the Maryland Integrated Map (MD iMAP) program which promotes distribution of state geospatial data and services. The GIS Data Catalog currently hosts approximately 670 datasets contributed from 28 state agencies. Throughout 2016, efforts have been made to maintain a comprehensive listing of open data sites from partnering jurisdictions. Based on these efforts, a list of 67 partnering jurisdictions is available at http://imap.maryland.gov/Pages/data-download.aspx.

Most Popular Datasets on the GIS Data Catalog

The list below shows the top 10 datasets for 2016.

- 1. Maryland Property Data Parcel Points
- 2. Maryland Housing Designated Areas Communities of Opportunity
- 3. Maryland Political Boundaries County Boundaries
- 4. Maryland Property Data Tax Map Grids
- 5. Maryland Political Boundaries State Boundary
- 6. Maryland Marine Boundaries Shoreline
- 7. Maryland Road Centerlines Local and Other Roads
- 8. Maryland Floodplain Effective FEMA Floodplain
- 9. Maryland Political Boundaries Municipal Boundaries
- 10. Maryland Census Data Census Tracts

Additional popular datasets, from 2016, include: bathymetry, incentive zones, watersheds, hurricane storm surge, wetlands, living resources, rivers and streams and green infrastructure.

Most Popular Dataset Downloads on the GIS Data Catalog

Both portals offer search, discover, display and download capabilities in a variety of formats to meet a broad spectrum of customers. As demand for data grows and requests for self-service, ondemand access continue to increase, we must continue to strive to deliver a cost effective and value-added product to those customers. One way this is done is by posting thousands of rows of data for data scientists to export from the portals for import and analysis in their own tools.

The list below shows the top 10 dataset downloads for 2016.

- 1. Maryland Political Boundaries County Boundaries
- 2. Maryland Education Facilities K thru 12 Education (Public Schools)
- 3. Maryland Road Centerlines Local and Other Roads
- 4. Maryland Marine Boundaries Shoreline

- 5. Maryland Property Data Parcel Points
- 6. Maryland Floodplain Effective FEMA Floodplain
- 7. Maryland Physical Boundaries County Boundaries (Detailed)
- 8. Maryland Road Centerlines Interstates
- 9. Maryland Road Centerlines Maryland Routes
- 10. Maryland Political Boundaries State Boundary

Additional popular dataset downloads included topics on: rivers and streams, census tracts, wetlands, land use/land cover, living resources, protected lands and bus routes and stops.

Maryland's Open Data Visualization Examples

In addition to data downloads, both portals also provide Application Programming Interfaces (APIs) that enable the creation of visualizations, in the form of maps and dashboards. Visualizations are an integral part of the transparency, accountability and performance management that Maryland's open data offers, as they provide a format that is easy to consume, comprehend and translate into useful information and insights.

Example #1

The Maryland Department of Agriculture is in the final stages of development of an interactive dashboard "to showcase best management practices (BMPs) that Maryland farmers have installed to help keep the Chesapeake Bay healthy". Through this visualization, the Maryland Department of Agriculture is able to display the impact funding has in support of efforts to minimize farming impacts on the Chesapeake Bay. It also clearly shows how Maryland farmers are working to comply with the requirements, from the federal government, to protect the Chesapeake Bay through Watershed Implementation Plans.

The development of this dashboard provides the opportunity to display data in two formats: as a table with rows of data and as a dashboard that tells the story of the impacts from this program.

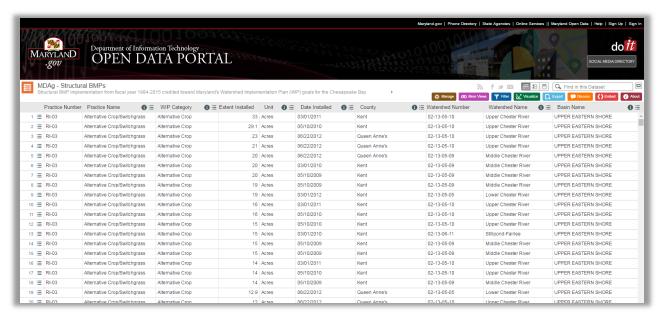


Figure 3: Screenshot from the Open Data Portal (http://data.maryland.gov) of the Department of Agriculture Structural BMPs open data, in tabular format.

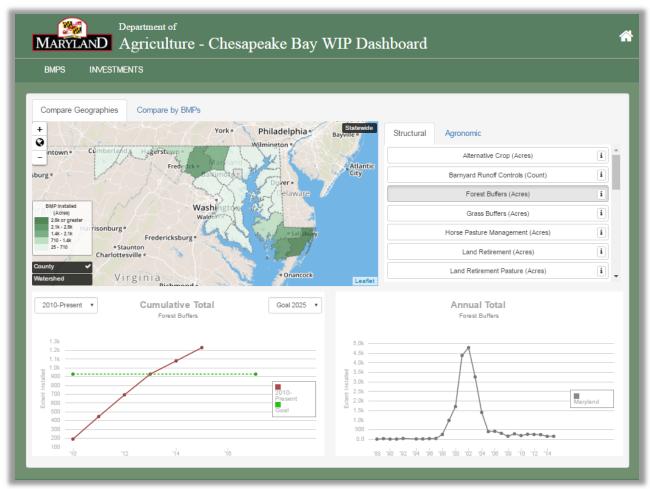


Figure 4: Screenshot of the Department of Agriculture Structural BMPs open data as a visualization (dashboard).

Example #2

The Maryland Historical Trust has developed an interactive map that "charts a way for the historic preservation community to work effectively to protect the state's historic and cultural heritage". Through this visualization, the Maryland Historical Trust is able to display key historic preservation data and other layers that supports efforts to recognize, restore and in some cases, rescue historic places throughout Maryland.

The development of this map provides the opportunity to display data in two formats: as standalone datasets, with attribute tables and as a map that combines these datasets to tell the story of the impacts from this program.

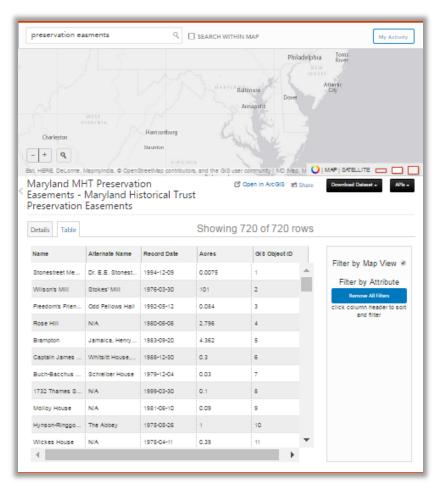


Figure 5: Screenshot from the GIS Data Catalog (http://data.imap.maryland.gov) of the Maryland Historical Trust Preservation Easements open data, in tabular format.

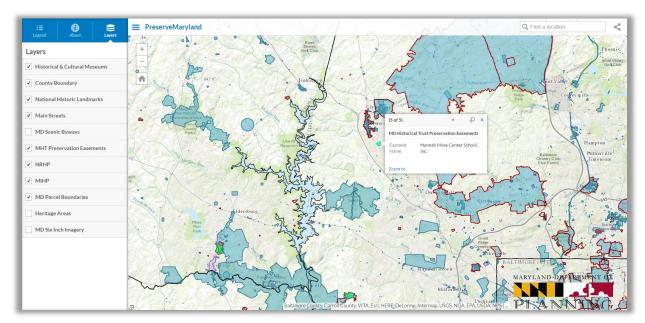


Figure 6: Screenshot of the Maryland Historical Trust Preservation Easements open data as a visualization (map).

Additional examples of visualizations, dashboards and maps, of data hosted on the Open Data Portal or the GIS Data Catalog are listed below.

DASHBOARDS	MAPS
Maryland Data Explorer	Maryland Coastal Atlas
Maryland Smart Energy Investment	Maryland CHRC Traditional Grantee Map
Give Maryland	Maryland Bay Trust Fund Mapper

SUMMARY OF 2016 AND NEXT STEPS FOR 2017

ACTIVITY 1: Open and publish Managing for Results (MFR) data and other datasets identified by the Governor's Office of Performance Improvement.

2016 Summary

Managing for Results data is available, in the form of PDF documents, on the Department of Budget and Management's website. In 2016, the Council on Open Data proposed uploading the entirety of cabinet-level agencies Managing for Results data to the Open Data Portal at http://data.maryland.gov.

The Governor's Office of Performance Improvement collaborated with the Department of Budget and Management, Department of Information Technology, and state agencies to make data, from many of the performance measures from the Managing for Results program, available in the Open Data Portal. This would allow customers to more easily search, view, and analyze

Managing for Results data. In total, 19 cabinet-level agencies contributed datasets to the Open Data Portal.

The table below shows 10 datasets, referenced above, that include some of the most important metrics of Maryland's economy and quality of life.

Department of General Services Performance Measures Department of Housing and Community Development Performance Metrics FY 2011 – 2015 Department of Labor, Licensing and Regulation Performance Improvement Measures Maryland Department of Agriculture Dashboard Measures Maryland Department of Health and Mental Hygiene Dashboard Measures Maryland Department of Public Safety and Correctional Services Dashboard Measures Maryland Department of the Environment Calendar Year Performance Measure Dashboard Maryland State Department of Education Performance Dashboard Measures Maryland State Police Performance Dashboard – Quarterly Data Maryland Department of Transportation Performance Dashboard – Monthly Data

To support these efforts, the Department of Information Technology created the Dataset Freshness Report. This report provides transparency to the update frequency of existing datasets on the Open Data Portal. When data is not updated frequently enough, the report allows the Governor's Office of Performance Improvement to work with the agencies' Data Coordinators to publish updated data.

2017 Next Steps

The Governor's Office of Performance Improvement will continue to work with the Department of Budget and Management, the Department of Information Technology, and state agencies to prioritize additional datasets from the Managing for Results program that can be published to the Open Data Portal.

The intent is to publish all Managing for Results data to the Open Data Portal. To accomplish this, substantial effort hours go into ensuring each Managing for Results measure has the appropriate data governance, data quality, data collection methods, analysis, and reporting procedures prior to publishing a measure on the Open Data Portal. As agencies work with analysts at the Department of Budget and Management, on updates to their Managing for Results measures, the Governor's Office of Performance Improvement will continue to collaborate with them to publish additional data to the Open Data Portal; applying rigor to ensure each measure has the correct elements in place before moving them to the Open Data Portal.

ACTIVITY 2: The Governor's Office of Performance Improvement should monitor agency and gubernatorial initiatives to identify opportunities to make data public

2016 Summary

In the 2016 Council on Open Data Annual Report, the Governor's Office of Performance Improvement was identified as the appropriate office to recommend new data to publish to the Open Data Portal.

The Governor's Office of Performance Improvement identified points of contact, known as Data Coordinators, in 19 state agencies. The Governor's Office of Performance Improvement collaborated with these Data Coordinators to identify additional data to publish to the Open Data Portal. The Governor's Office of Performance Improvement also collaborated with agency Public Information Officers, agency leadership, and others in each of these agencies.

2017 Next Steps

The Governor's Office of Performance Improvement will continue to collaborate with the aforementioned stakeholders to identify new data and measures to make public. The Governor's Office of Performance Improvement will align the data and measures to the Governor's priorities.

By categorizing datasets by priority, for example Maryland is Open for Business, Improving Quality of Life, and so forth; measures can track progress toward achieving the Administration's priorities. From time-to-time, the Governor's Office of Performance Improvement will display data and measures, on its website, by these categories. They may include one-time reports on progress, or on-going measurement and analysis for relevant measures.

ACTIVITY 3: Departments engaged in permitting and compliance should make information available as open data.

2016 Summary

The Council on Open Data identified permitting and code enforcement violations lists as a priority for publication to the Open Data Portal in 2016. The Governor's Office of Performance Improvement reviewed approximately 30 out of 350 datasets on the Open Data Portal that could support the identification of permitting and code violations. They do not contain data that lists permits, licenses, or violations.

The Governor's Office of Performance Improvement established dialogue with Data Coordinators, Public Information Officers, and agency leadership to understand the appropriate type of data, data sources, frequency of data collection, and analysis required to publish permitting and code enforcement violations to the Open Data Portal. Examination is on-going.

2017 Next Steps

The Governor's Office of Performance Improvement will continue to collaborate with the Department of Labor, Licensing, and Regulation, Department of Health and Mental Hygiene, Department of the Environment, and state agencies to examine the feasibility of uploading permitting and compliance data to the Open Data Portal.

The Council on Open Data recommends that in calendar year 2017, each executive branch agency include, in their Annual IT Plan submission, details concerning the agency's process for identifying, publishing and maintaining datasets, beyond permitting and compliance-related data on the Open Data Portal at https://data.maryland.gov and the GIS Data Catalog at http://data.imap.maryland.gov.

ACTIVITY 4: Develop and provide regular training sessions for agency staff on how to make data public.

2016 Summary

The Department of Information Technology's Geographic Information Office and the Governor's Office of Performance Improvement provided in-person Open Data Portal training in February 2016, and have provided additional agency-specific training for Open Data Portal customers throughout the year. Training included: data governance, access control, uploading new datasets, updating existing datasets, tagging data for better user searches, maintaining data and metadata consistency, expectations for data collection frequency, how to create visualizations, filter data, and tips for analyzing data using the Open Data Portal tools.

2017 Next Steps

The Department of Information Technology and the Governor's Office of Performance Improvement will continue to offer in-person classroom and agency-specific training to Data Coordinators, Geographic Information Systems Specialists, Public Information Officers, and other customers in 2017. We are also working with agency e-learning professionals to create short training videos that will allow customers to access on-demand on the Hub learning management system.

ACTIVITY 5: Inform research librarians in Maryland's public libraries to train them on finding and working with Maryland's open data websites.

2016 Summary

The Department of Information Technology's Geographic Information Office attended the Maryland Library Association & Delaware Library Association Joint Annual Conference in May 2016 and provided an overview of Maryland's open data and GIS resources. The Geographic

Information Office reported that the audience was extremely receptive and appreciative of the efforts to make Maryland data open and readily accessible.

2017 Next Steps

The Department of Information Technology will continue to provide public outreach in 2017, expanding efforts beyond outreach to public librarians. A survey is being developed to request feedback from academia on how they can use Maryland's open data, including asking them what new data would be a priority to have available.

ACTIVITY 6: Develop a dashboard to help citizens analyze crime data by county.

2016 Summary

The dashboard was developed using three existing Governor's Office of Crime Control and Prevention datasets on the Open Data Portal¹. These datasets contain detailed crime statistics from 1975 to present, for all counties in Maryland. The dashboard is approximately 75% complete.

2017 Next Steps

Collaboration with stakeholders will continue in 2017 to complete the remaining 25% of the dashboard before it can be published.

ACTIVITY 7: Publish Maryland's Operating Budget as open data and develop an interactive dashboard to help citizens explore budget data.

2016 Summary

The Department of Budget and Management is in the process of implementing an enterprise-wide budgeting solution. It is a major commercial-off-the-shelf software implementation and requires all the resources the Department can muster to accomplish it on-time and on-budget. Therefore, the dashboard activity has been paused while the budgeting solution is being implemented for three reasons. 1) Resources were prioritized to work on the budgeting solution. Even though a prototype of the dashboard has been developed, a significant number of hours will need to be dedicated, by the Department, to perform quality assurance prior to launch. 2) When the budgeting solution is implemented in 2017, it will include a reporting capability, which may prove to be a duplicative effort to the dashboard. 3) Data that would have gone into the dashboard is already available in the annual budget book on the Department of Budget and

¹ Links: https://data.maryland.gov/Public-Safety/Violent-Crime-Property-Crime-by-Municipality-2000-/2p5g-xrcb, https://data.maryland.gov/Public-Safety/Violent-Crime-Property-Crime-by-County-1975-to-Pre/jwfa-fdxs, https://data.maryland.gov/Public-Safety/Violent-Crime-Property-Crime-Statewide-Totals-2006/hj4v-yg9g

Management's website. For these reasons, it was not appropriate to prioritize the launch of a new dashboard in 2016 over that of the enterprise-wide budgeting solution implementation.

2017 Next Steps

After the enterprise-wide budgeting solution is successfully implemented, the Council on Open Data will re-examine the opportunity to work with the Department of Budget and Management on a dashboard, if needed.

ACTIVITY 8: Incorporate a statewide dataset inventory into Maryland's Information Technology Management Plan.

2016 Summary

All executive branch agencies are required to inventory their systems as part of their Information Technology Management Plans. The Council on Open Data recommended an inventory of all datasets. This requires a substantial level of effort to accomplish and was not realistic to complete in 2016. To be clear, governance to define what data should be included and what data should be excluded from the inventory has not been defined by the Council. However, the Governor's Office of Performance Improvement created a best practice Data Dictionary checklist that includes thirty elements across six categories. We are examining if the checklist can be used to assist in defining which datasets could be inventoried.

2017 Next Steps

The Council recommends that each executive branch agency include, in their Annual IT Plan submission, details concerning the agency's process for identifying, publishing and maintaining datasets on the Open Data Portal at https://data.maryland.gov and the GIS Data Catalog at http://data.imap.maryland.gov.

Activity 9: Report on the costs and benefits of a potential statewide Public Information Act (PIA) tracking database.

2016 Summary

The Office of the Attorney General concluded that agencies' current PIA response procedures are effective, especially given agencies' new (as of October 1, 2015) requirement to assign central PIA contacts and make PIA contacts' names and contact information public. PIA contact information is available on the Open Data Portal. Upon this conclusion, the Council considered a centralized PIA database to track PIA metadata only, i.e. information about PIA requests, as opposed to full responses.

2017 Next Steps

The Council recommends that the decision on whether to proceed with developing a centralized PIA metadata database be part of the Department of Information Technology's enterprise application strategy for all state agencies. There are no next steps for the Council, at this time, concerning this initiative.

Activity 10: Evaluate open source alternatives to Maryland's current open data portals.

2016 Summary

The Council recommended that Maryland consider alternative software solutions for the Open Data Portal at http://data.maryland.gov and the GIS Data Catalog at http://data.imap.maryland.gov. The existing commercial-off-the-shelf software solutions are both highly regarded for capability and value. Both were also evaluated extensively prior to the state investing in them.

Based upon the Council's recommendation, the Department of Information Technology's Geographic Information Office began to research and evaluate alternative open source solutions. As reported to the Council in September 2016, the Geographic Information Office is actively testing alternative solutions including options that could help create a better joint search catalogue between the two Open Data Portals. At this time, there is no alternative option that is feasible to implement.

2017 Next Steps

The Department of Information Technology will continually evaluate alternative and emerging technology for potential use. Until a feasible alternative is identified, resourced, and prioritized, this activity is concluded.

Activity 11: Leverage new provisions of the PIA to encourage agencies to identify additional datasets for publication as open data.

2016 Summary

The 2015 session of the General Assembly included the passage of three bills that affect the Public Information Act (PIA). To support agencies in making immediately available records public, the Governor's Office of Performance Improvement and the Department of Information Technology collaborates with Data Coordinators, Public Information Officers, and agency leadership to understand frequently received PIA requests, and if possible, help them add such data sets to the portals. Agencies have been receptive to implementing this activity because it reduces manual PIA request fulfillment burdens, and proactively allows the public to find and analyze data on demand that would have previously required manual fulfillment to obtain.

2017 Next Steps

The Governor's Office of Performance Improvement and the Department of Information Technology will continue to collaborate with the aforementioned stakeholders to ensure this activity is encouraged. It is a valuable component to our dialogue with agencies.

Activity 12: Make full address points and LIDAR data available to the public as open data.

2016 Summary

This activity has been completed.

- LiDAR data is available on MD iMAP at http://imap.maryland.gov/Pages/lidar.aspx
- Address points are available on the GIS Data Catalog at http://data.imap.maryland.gov/datasets/042c633a05df48fa8561f245fccdd750_0
- Address points are available on the Open Data Portal at https://data.maryland.gov/Business-and-Economy/Maryland-Real-Property-Assessments-Hidden-Property/ed4q-f8tm.

2017 Next Steps

Monitor and make updates, as needed. Otherwise, activity is concluded.

PROPOSED ACTIVITIES FOR 2017

Proposed Activity: Administration and Management

Establish subcommittees to address recommendations and goals of the Council, provide guidance on administrative-level activities of the subcommittees and manage accountability concerning recommendations and goals assigned to each subcommittee.

Related Tasks:

- Develop guidelines for the administration of Council subcommittees, including composition, structure, meetings, voting, operating procedures and amendments.
- Ensure that subcommittees develop and submit all required documentation to the full Council.
- Facilitate the search, selection and submission of Council on Open Data appointee nominations.

Proposed Activity: Guidance and Standards

Develop guidance and standards supporting participation in and use of Maryland's open data portals, the Open Data Portal at http://data.maryland.gov and the GIS Data Catalog at http://data.imap.maryland.gov.

Related Tasks:

 Develop guidance and standards for state agencies to identify datasets to publish on Maryland's open data portals. • Develop procedures and standards for state agencies to submit and maintain data in Maryland's open data portals.

Proposed Activity: Outreach and Training

Create a subcommittee for outreach and training to create communications, materials, or recommendations for increasing awareness about Maryland's open data.

Related Tasks:

- Develop and implement recommendations to encourage the executive, legislative, and judicial branches, as well as local entities, to increase participation in Maryland's open data.
- Increase knowledge and transparency, to all customers, about the value and reliability of Maryland's open data portals.
- Direct and encourage customers on how to get the most out of Maryland's open data portals.
- Develop and implement a strategy to inform Maryland institutions, such as research libraries and educational institutions, on where to find and how to work with Maryland's open data portals.

MEET THE COUNCIL ON OPEN DATA

The Council consists of the following 37 members:

Executive Branch Agency Secretaries and Coordinating Office Directors (25)		
Secretary of Agriculture	Joseph Bartenfelder	
Secretary of the Environment	Ben H. Grumbles	
Secretary of Natural Resources	Mark J. Belton	
Secretary of Planning	Wendi W. Peters	
Secretary of Transportation	Pete K. Rahn	
Secretary of Housing and Community Development	Kenneth C. Holt	
Secretary of Business and Economic Development	R. Michael Gill	
(Now the Secretary of Commerce)		
Secretary of General Services	Ellington Churchill, Jr.	
State Superintendent of Schools	Karen B. Salmon, Ph.D.	
Secretary of Health and Mental Hygiene	Dennis R. Schrader	
Secretary of Information Technology	David A. Garcia	
Secretary of Public Safety and Correctional Services	Stephen T. Moyer	
Secretary of State Police	Col. William M. Pallozzi	
Director of Assessments and Taxation	Michael L. Higgs, Jr. (Acting)	
Secretary of Budget and Management	David R. Brinkley	
Adjutant General of the Military Department	Maj. Gen. Linda L. Singh	

Director of the Maryland Emergency Management Agency	Russell J. Strickland
Secretary of Labor, Licensing and Regulation	Kelly M. Schulz
Secretary of Human Resources	Gregory S. James
Director of the Governor's StateStat Office	Michael Morello
(Now the Director of the Governor's Office of	
Performance Improvement)	
Governor's Homeland Security Advisor	Walter F. Landon
Executive Director of the Governor's Office of Crime	V. Glenn Fueston, Jr.
Control and Prevention	
Executive Director of the Maryland Institute for	Kevin G. Seaman, M.D.
Emergency Medical Services Systems	
Executive Director of the Department of Legislative	Warren G. Deschenaux
Services	
State Archivist	Timothy D. Baker

Appointee from Senate and Appointee from House of Delegates (2)	
Senate of Maryland	Senator Bill Ferguson
House of Delegates of Maryland	Representative Bonnie L. Cullison

Appointees of elected officials or employees from local entities to represent each of the		
following groups of counties (5):		
Allegany County, Frederick County, Garrett County, and	John E. (Bud) Gudmundson	
Washington County		
Caroline County, Cecil County, Dorchester County, Kent	Michael S. Scott, Ph.D.	
County, Queen Anne's County, Somerset County, Talbot		
County, Wicomico County, and Worcester County		
Anne Arundel County, Calvert County, Charles County,	William E. Dollins, III	
and St. Mary's County;		
Montgomery County and Prince George's County	Harash N. (Sonny) Segal	
Baltimore City, Baltimore County, Carroll County, Harford	Elliott R. Plack	
County, and Howard County		

Appointees from the private, private utility, academic, or nonprofit sectors (5):
Scott Shaffer
Matthew Felton
Linda M. Loubert, Ph.D.
Sharon Paley
Robert D. Wray

Appointment of New Council Members

Five of the Council members represent local entities and five of the Council members represent the private, private utility, academic or nonprofit sectors. Each is appointed to serve a term of four years. Five members have been appointed to serve an initial three year term for staggered membership. Five of the appointments expire in 2017, and the other five in 2018. It is important that the Council invest time this year to identify new members to replace expiring appointments.

CONTACT INFORMATION

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