

Government Efficiency Commission

December 2025 Report

*Respectfully submitted to the Governor and
the General Assembly of Maryland
December 2025*



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Executive Summary

The Government Efficiency Commission (“Commission”) was established by [the Transparent Government Act of 2024](#). In addition to creating the Commission, the legislation requires a holistic review of license, permit, and certificate application and review processes by each department and independent unit of state government. The legislation initiated an Administration-wide effort, referred to as the Transparent Government Act Initiative, intended to ensure that Maryland’s government is empowered to uphold the value of leaving no one behind by providing expedient, reliable, and transparent government services related to credentialing.

In particular, this effort seeks to:

1. Empower state employees to provide quality and reliable credential processing services;
2. Ease regulatory burdens related to state credentialing where prudent;
3. Increase credential process efficiency staff experience;
4. Improve resident and business experiences with state government related to credentialing; and
5. Ensure that the Department of Information Technology (“DoIT”) has the appropriate information to update the State’s information infrastructure.

This report, required by State Government - 9-3802, provides the following:

1. Update on the status of implementation on key recommendations provided by the Commission to the Governor and General Assembly regarding state credentialing in 2024;
2. Overview on additional permitting and licensing modernization projects across the state.



Overview of Year One

In July of 2024, the Office of the Governor issued a directive to all executive agencies to initiate reviews and reporting of information pertaining to permits, licenses, and certifications that each issue. During the subsequent months, each unit submitted information about the total number of credentials issued, detailed information about each credential, information about the application and determination processes, and recommendations about improvements that could be made to each.

Following the review of agency data reporting on information pertaining to permits, licenses, and certifications issued, the Commission identified seven recommendations for improving the expedient, reliable, and transparent government services related to credentialing.



2025 Maryland Permitting, Licensing, Certificate Data Catalog

Following the initial year's catalog and review process where agency data was manually entered and analyzed, the Commission initiated an improved tool to help collect data in a more structured manner. The platform for data collection, Airtable, allows agencies to enter the relevant permitting, licensing, and certification data once, and in future years, the data will be easily editable and tracked without need for manual entry. The Commission also utilized the [Open Data ok, i Platform](#) to improve data transparency.

In total, 1,061 permits, licenses, and certifications were identified and cataloged in the State of Maryland through the data collection process in calendar year 2025. This comprehensive catalog represents one of the most detailed inventories of regulatory credentials maintained by the State of Maryland across all participating agencies. The breakdown of these entities include:

- Licenses: 425
- Permits: 317
- Certifications: 116

Priorities CY2025

Based on the Commission's findings and recommendations from last year, the Commission established three priority areas for calendar year 2025. These priority areas address recommendations 1, 3, and 4 and include:

The Maryland Coordinated Permitting Review Council

The Maryland Coordinated Permitting Review Council ([Permitting Council](#)) was established through executive order 01.01.2024.39, in support of the Governor's agenda to "Bolster Economic Competitiveness". Maryland Department of Planning (MDP) was charged with facilitating interagency coordination and efficient processing of approvals required to advance priority infrastructure and place-based projects within the State to bolster



transparency, ensure predictability, and foster interagency coordination to grow Maryland's economy while safeguarding the health and safety of residents.

In 2025, MDP established the Council structure and its process, selected and supported six pilot projects across the state, assessed existing state permitting systems, and benchmarked other state systems. In partnership with the Maryland Department of Information Technology (DoIT), MDP utilized information gathered from across agencies to develop a prototype online dashboard and manual tracking system that will inform future automated and unified permitting systems to address the current disparity and inefficiencies in state permitting reviews and approvals.

To date, the Council has achieved key accomplishments, including:

- **Pilot Projects**
 - Conducted six project site visits
 - Held monthly project presentations to the Council Oriented project teams
 - Responded to permitting issues identified by project owners
- **Intake System and Dashboard**
 - Designed system and developed fields
 - Developed a prototype dashboard with manual inputs
 - Collected data from permitting agencies for pilot projects and identified areas of inconsistency
- **Administration**
 - Finalized all appointed Council seats
 - Held monthly Council meetings with 80-100% attendance record
 - Held monthly Working Group meeting with 60-100% attendance record
 - Provided permitting agency briefings to the Council
 - Initiated a local permitting briefings process
 - Published two quarterly reports to the Governor on findings and progress



Streamlining MDE's Permitting Processes

On January 1, 2024, the Governor issued the "Strengthening Maryland's Business Climate to Bolster Economic Competitiveness" Executive Order directing the State of Maryland to establish the Maryland Coordinated Permitting Review Council, among other directives. In response, over the last year the Maryland Department of the Environment (MDE) has worked to show that environmental protection, economic development, and customer service all go together.

In January 2025, the Maryland Department of the Environment (MDE) launched a comprehensive effort to streamline its permitting processes. Through the combination of process improvements, enhanced communication with MDE clients, and the addition of technical efficiency tools, MDE has significantly reduced the average turnaround time for permits.

Over the course of the last 12 months, MDE evaluated existing business processes to identify opportunities to simplify permit intake, review, and approval procedures. Through the review of standard operating procedures, adjustment to business processes, and the development of a technical tool for digital application intake and online payment, MDE has achieved a 25% average decrease in the Department's permit turnaround times by examining their business processes and finding opportunities to streamline, including by using online payment and application tools. Specific improvements of note include:

- Air and Radiation Administration
 - Radiation Machine facility registration turnaround time decreased from 60 days to 45 days
 - Incinerator operator certification turnaround time decreased from 30 days to 7 days

- Land and Materials Administration
 - Refuse Disposal Permit for industrial landfills turnaround time decreased from 720 days to 312 days



- Scrap Tire Hauler License turnaround time decreased from 180 days to 81 days
- Water and Science Administration
 - Registration under the General Permit for surface discharge of stormwater associated with construction activity turnaround time decreased from 45 days to 30 days
 - Well Drillers License turnaround time decreased from 180 days to 66 days

Maryland Department of Transportation State Highway Commission, Residential Development Access Permitting Process

Established by Executive Order 01.01.2025.19, “Addressing Maryland’s Affordable Housing Crisis,” directs each principal department of the Executive Branch that issues permits related to housing construction was required to draft and submit standards and procedures for applicants for State-issued permits related to housing development projects to hire third-party reviewers to help expedite permitting timelines at the applicant’s expense.

The State Highway Administration (SHA) is responsible for facilitating the planning, design, and construction of transportation options that are safe and accessible to all users within SHA right-of-way. Access permits must be obtained from SHA prior to any construction activity on the State’s right-of-way, including but not limited to the construction of driveways, entrances, and street connections for site development and subdivision access. The access management process – TIS, Plan Review, and Final permit phases – is sequential to progressively elaborate the scope requirements through the review process. This allows SHA to review and comment on the traffic study and access plans in steps to minimize costly developer rework on these engineered products. Additionally, each of these steps may be iterative with comment review cycles. This leads to a several step review and approval process, which are defined by specific timelines.

Over the course of the last year, SHA has achieved improvements to the access permit process through completed and ongoing improvements:



- Implemented dashboard tools to effectively monitor and track submissions from start to permit issuance.
- Updated the SHA Access Management and Permits website and initial correspondence with developers to clarify process expectations, timelines, flow charts, and provide an issue resolution matrix for single points of contact.
- Establishing best practices through enhanced customer service principles specific to access management and access permit processing.
- Ensuring reasonable review cycles by providing conformed and concise comments to TIS and Plans.
- Updating the TIS Guidelines and Access Manual in accordance with the MDOT Complete Streets Policy, which integrates critical safety elements as standard mitigations to support all mobility options.

Through this concerted effort to improve elements of the access permit process, for all access permits. SHA has seen recognizable improvements to performance metrics including:

- The average timeline for processing TIS was reduced from 42 to 37 days.
- The average timeline for processing Plan reviews was reduced from 27 days to 24 days.
- Additionally, on time final approval permits issued within 21 days or less improved from 87% to 95%.

SHA has also established a working group with industry and local representatives, which supported the issuance of the November 2025 and January 2026 reports in response to the requirements in Executive Order 01.01.2025.19. These reports define the anticipated process for applicants to hire third party reviewers at the applicant's expense. SHA is also working with industry representatives to complete two planned pilot projects using the third party reviewer process. Adjustments to the third party reviewer process may follow, based on any lessons learned during the pilots and as the Access Manual and TIS guidelines are updated.



Governor Moore's Recent Announcement: Building an Affordable and Reliable Energy Future

On December 19, 2025, Governor Moore issued Executive Order 01.01.2025.27 highlighting the State of Maryland's ambitious goals under the Climate Solutions Now Act and the importance of the transition to a clean energy economy centered on affordability and reliability for Maryland's residents. Through this transition, there are opportunities to optimize permitting processes, agency reviews, and site preparation to facilitate the deployment of shovel-ready energy projects necessary to close the projected capacity gap. Under the executive order, the Governor directed the Power Plant Research Program to establish a Site-Readiness Initiative.

The Program will accelerate the timeline from lease to operation and streamline recommendations for a "Pre-Application Consultation" process for projects located on inventory sites. The purpose of this process will be to provide developers with a list of potential permits required and potential environmental hurdles before a Certificate of Public Convenience and Necessity (CPCN) application is filed. The Power Plant Research Program will formalize recommendations to allow projects adhering to the "Smart Siting" criteria to be eligible for a "Critical Infrastructure Fast-Track" designation to prioritize executive agency permit review and establish concurrent agency processing.

Additional Permitting and Licensing Modernization Projects Across the State

In addition to these three priority areas outlined above, the State has also seen improvement efforts across 2 additional recommendation areas identified by the Commission in 2024.

Recommendation #3: Ensure that all credentialing units have access to digital infrastructure necessary for expedient and efficient collection and processing of application and timeline tracking:

Alcohol, Tobacco, and Cannabis Commission



This year, the Alcohol, Tobacco, and Cannabis Commission (ATCC) took an all paper, fully mail-in process and revamped it to be completely online. Over the course of six months, January 2025 - June 2025, the ATCC launched the new online licensing application and payment portal through Maryland OneStop enabling the application, payment, and receipt of the credential certificate to occur fully online. The interface provides the creation and distribution of a new digital license/permit certificate that can be retained and displayed on the user's computer or mobile device. The period of development involved condensing over 32 physical paper applications covering 72 unique account types into only 10 online application forms that can be filled out, paid for, and submitted all online on the same day.

As a result, ATCC has seen a reduction in printing expenses, mailing expenses, and processing times. Of note, this improvement has made a significant impact on the alcohol transportation sector and the process required to obtain a vehicle identification document (VID). Under law, each individual truck carrying alcohol into or through the State of Maryland is required to have a vehicle identification document (VID) on their person in the truck cab. Previously, VIDs were physical pieces of paper and any driver without one was required to physically obtain the VID in-person at the ATCC office in Baltimore where staff manually issued 3-4 physical VIDs in-person daily and printed and mailed approximately 40,000 VIDs annually. With the launch of the online portal through Maryland OneStop, truck drivers can go online to apply, make a payment, and receive a permit in a matter of minutes.

Recently, the ATCC completed their largest renewal period of the year, renewing nearly 5,500 general alcohol permits and issuing over approximately 40,000 VIDs. With this process improvement, the average renewal processing time went from roughly 5 days through the mail, down to same day processing through the online portal. The processing of new applications previously through mail could take anywhere from 3-5 weeks. The processing of new applications submitted through the online portal takes a matter of days to 2 weeks at most depending on the account type, scheduling of the on-site inspection, and the applicant having their application in order.



Maryland Department of Health

The Behavioral Health Administration (BHA) within the Maryland Department of Health eliminated the all manual, paper application submission process for the community based behavioral health provider licensure with the goal of providing a centralized, online system and enhancing the Salesforce application. These enhancements included the development of an external stakeholder portal, document management and mailing of licenses to accredited providers, and an electronic workflow for application submissions, review, and approval.

In 2025, BHA achieved their goal to streamline and create efficiencies in the submission and review process, decrease processing times and application errors due to rekeying, manage document submissions, automate the review and approval process, and automate notifications and delivery of license credentials. Since going live on July 21, 2025, 296 applications have been submitted through the portal, with 262 under review for approval, and 237 initiated by licensee candidates.

The new system and enhancements have effectively eliminated all manual/paper application submissions in addition to supporting and storing all licensing documentation in the application portal rather than over email as previously used. The system allows the BHA to have visibility into the population of active licensee candidates within the state and has reduced complaints enabling centralized communications with providers during the process and creating faster and more effective processing support.

Maryland Health Benefit Exchange

The Maryland Health Benefit Exchange (MHBE) made a substantial improvement to the Consumer Assistance Worker (CAW) certification process that includes brokers, application counselors, and navigators. Previously, when a CAW took the pre-credentialing exam, the training team would manually pull the score reports from Adobe, manually input the score into Salesforce, and then the program managers would manually send the certification/authorization emails (or notification that they did not pass the exam).

MHBE implemented an automated system between the learning management system (Adobe) and the credentialing system (Salesforce), so when the exam is taken, an overnight batch job runs and sends the results



to Adobe, updates the credentialing status, and sends the appropriate authorization/certification/exam result letter to the individual. The new system has reduced individual's wait time from 2-3 business days when performed manually to under a day when completed by the automatic system.

Maryland Department of Aging

In the fall of 2024, the Maryland Department of Aging (MDoA) launched its continuing care retirement community (CCRC) application for renewal certificate of registration via the Maryland OneStop platform. The annual recertification process is required for all CCRC providers within 120 days of their fiscal year and roughly 38 providers undergo this process annually. Traditionally, the process was completed through the submission of an email application and recertification fee by paper check through the mail. This process posed significant administrative challenges and often yielded incomplete applications.

The new process allows various personnel to revise and submit the application online with additional ways to upload content and give providers written guidance to meet submission requirements. Of note, changes also included updates to the payment processing portion, which supports seamless online ACH payment and has resulted in a 50% increase in the total number of online payments and a decrease in the average length of time to process renewal fees. Through continued improvement, MDoA expects improvement in data and tracking functions by July 2026 as well as staff education on application changes and data reporting by the end of 2026.

Recommendation 5: Establish a reporting system to ensure compliance with reporting requirements of the Transparent Government Act of 2024.

Maryland Department of Agriculture

The Maryland Department of Agriculture (MDA) initiated a project to support the modernization, digitization, and implementation of MDA's licensing, certification, permitting applications and other agriculture-related services in the State of Maryland. In order to streamline engagement with the public, MDA created a single-entry point for constituents to access web-based MDA transactions.

The project provides a single-entry point for the public to access web-based MDA transactions. The new platform will provide the integration of relevant



data from a variety of legacy applications and tools (including paper) into one system of record. Due to the need for maintaining paper processes for those who do not use technology, approximately 90 percent of the public will be offered online access for MDA transactions.

The platform will also house approximately 170 artifacts, including 110 forms and digitization of the admin processes (forms approval, reports, and document generation) necessary for MDA business requirements. As a result, data will be collected at the point of documentation, thereby reducing double documentation and errors seen in duplicate records. To date, the Turf and Seed program and the Nursery, Apiary, Poultry and Food Quality/Eggs have gone live on the new system and have seen on average, application wait times decrease from 12 days to 3-4 days. The state chemist section has seen the largest reduction in application wait times with credit card renewals previously taking upwards of a month taking just a 1 day depending on the credit card payment processing and accurate customer information.

Maryland Department of Health

The Maryland Health Occupational Boards within the Maryland Department of Health (MDH) is in the process of implementing an enterprise licensing and regulatory management system that will assure, advance, and protect the public's health and welfare through proper credentialing, permitting, licensing, examination, inspection, and discipline of health providers, distributors, and facilities. The new system will help enforce regulations and legislation, resolve complaints, and educate the public.

The project plans to address the replacement of an antiquated legacy system that does not currently meet or address the business needs of the Maryland Health Occupational Boards licensing authorities or the needs of current licensees or license candidates. Following completion in April of 2026, the system will eliminate manual application submissions, provide transparency for new and renewal candidates, and automate processing workflows.

Conclusion

The Commission continues to strive toward improvement and modernization through expedient, reliable, and transparent government services related to credentialing. Over the course of the last two years, the



Commission has sought to identify significant challenges and opportunities for improvement and honed in on the top priorities across the state to deliver improved services and results for Marylanders.



Appendix

The Transparent Government Act

The Transparent Government Act of 2024 set forth a comprehensive review of all permits, licenses, and certifications issued by the Executive Branch with the intention of identifying opportunities for efficiencies and modernization. The bill accomplishes this by:

- 1) Requiring each principal department and independent unit of State government, by October 1, 2024, to 1) create a catalog containing specified information of each type of permit, license, or certificate that it issues; and 2) submit the catalog to the Governor. Information required to be reported includes:
 - a) A description of each permit, license, or certificate;
 - b) The term for which each issued permit, license, or certificate is valid;
 - c) The statutory and regulatory authority that 1) authorizes or requires the department or independent unit to issue the permit, license, or certificate and 2) establishes a timeline within which a department or independent unit must process and issue the permit, license, or certificate, if any;
 - d) The method and process used to accept applications for each permit, license, or certificate, including a list of (1) prior significant updates to the method and process and (2) the current information technology system used, and any remaining associated tasks still performed manually with the system;
 - e) An estimate of the length of time to (1) determine if an application is complete and (2) make a final determination to issue, waive, or deny the permit, license, or certificate;
 - f) The application fee charged for each permit, license, or certificate and how the revenue collected from application fees is allocated;
 - g) Any statutory or regulatory authority that may impact an applicant's ability to receive a permit, license, or certificate based on the criminal history of the applicant;



- h) An analysis and any recommendations on the appropriate length of time to promptly process completed applications for each permit, license, or certificate and factors impeding the timely processing of each permit, license, or certificate; and
 - i) Statutory or regulatory changes and resources that could expedite the processing timeline.
- 2) Requiring, by December 1, 2024, each principal department and independent unit must post on its website an interim description, to the extent practicable, of the application process for each permit, license, or certificate it issues;
- 3) Establishes the Government Efficiency Commission, staffed by the Office of the Governor, to enhance government efficiency and economic competitiveness by monitoring efficiency in the processing of permits, licenses, and certificates. By December 1, 2024, and annually thereafter, the Commission must submit a report on its findings and recommendations to the Governor and the General Assembly. The Commission will:
- a) Compile and index the reports submitted under the bill;
 - b) Review statutory and regulatory provisions that may impact the efficiency of processing permits, licenses, and certificates; and
 - c) Make recommendations on 1) any factors impeding prompt and fair processing of permits, licenses, and certificates; 2) strategies for improving permitting and licensing efficiency; and 3) removing barriers that hinder individuals and businesses from receiving permits, licenses, and certificates.

The Government Efficiency Commission will include the following members:

1. One member of the Senate, appointed by the president of the senate;
2. One member of the House of Delegates, appointed by the Speaker of the House;
3. The Secretary of Planning, or the Secretary's Designee;
4. The Secretary of Housing and Community Development, or the secretary's designee;
5. The Secretary of the Environment, or the Secretary's designee;
6. The Special Secretary of Small, Minority, and Women Business Affairs, or the Special Secretary's designee;



7. The Secretary of Commerce, or the Secretary's designee;
8. The Secretary of Transportation, or the Secretary's designee;
9. The Secretary of Labor, or the Secretary's designee;
10. The Secretary of Health, or the Secretary's designee;
11. The Secretary of Information Technology, or the Secretary's designee;
12. The Chief Performance Officer; and
13. Three representatives of the state's business community, appointed by the Governor.



Members of Commission

Co-Chair (chosen by Governor): Asma Mirza

Co-Chair (chosen by Governor): Manny Welsh

Business Community Representatives, appointed by Governor:

Balfour "Rico" E. Albacarys-Roop;

Raymond G. Jackson;

Linda L. Singh, Ph.D.

Appointed by Senate President: one vacancy

Appointed by House Speaker: Delegate Tiffany T. Alston

Department Representatives:

Harry Coker, Secretary of Commerce;

Serena C. McIlwain, Secretary of the Environment;

Clint Hackett, Deputy Secretary of Health for Operations;

Jacob R. Day, Secretary of Housing & Community Development;

Marcy Jacobs, Chief Digital Experience Officer;

Portia Y. Wu, Esq., Secretary of Labor;

Rebecca L. Flora, Secretary of Planning;

Samantha Biddle, Acting Secretary of Transportation; and

Yolanda Maria Martinez, Special Secretary of Small, Minority, & Women Business Affairs.

Commission Staff: Anna Martin