

MEMORANDUM

June 29, 2010

TO: Health and Human Services Committee

FROM: Sarah Downie, Research Associate, Office of Legislative Oversight 
Vivian Yao, Legislative Analyst 
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SUBJECT: **Montgomery County Collaboration Council for Children, Youth and Families:
FY11 Budget Update and Redesignation as the County's Local Management Board**

The purpose of this worksession is to discuss the Collaboration Council's response to state funding reductions in FY11 and to consider redesignation of the Collaboration Council as the County's Local Management Board.

The County Council released OLO Memorandum Report 2010-8: *History and Current Status of the Collaboration Council for Children, Youth and Families* on March 9, 2010. The memorandum report responded to the County Council's request to learn more about the history, structure, and finances of the Collaboration Council. The findings and recommendations of this report are attached at ©1; the full report is available at www.montgomerycountymd.gov/olo.

When the memorandum report was completed in March, the future of state funding for the Collaboration Council was unclear, due to proposed funding reductions for Local Management Boards in the Governor's recommended FY11 budget. Given this uncertainty, on March 16, 2010, the Council voted to redesignate the Collaboration Council as the County's Local Management Board through June 30, 2011, rather than extend the designation for a full three years as the Council did previously.

The following Collaboration Council staff and board members are scheduled to attend the worksession:

- Debbie Van Brunt, Board Chair
- Carol Walsh, Executive Director
- Kiran Dixit, Director, Children with Intensive Needs
- John Dabrowski, Director of Finance

Representing the County Executive is Kate Garvey, Chief, Children, Youth and Family Services at the County's Department of Health and Human Services; Ms. Garvey also serves as a member of the Collaboration Council Board of Directors.

A. Overview of the Collaboration Council

State law requires the County to have a Local Management Board (LMB) to ensure the effective coordination and implementation of local service delivery systems for children, youth, and their families. The Collaboration Council has served as the County’s LMB since 1993. A description of the work performed by the Collaboration Council in FY09 and FY10 by program area is attached at ©3.

OLO’s review found that the Collaboration Council successfully performs the functions of a Local Management Board (LMB), as specified by state and county law. Partners and grantees of the Collaboration Council who were interviewed for the report voiced support for the quality of the Collaboration Council’s work.

Patty Vitale in Committee Chair Leventhal’s office is the Council representative on the Collaboration Council’s Board of Directors.

B. Funding Changes in FY11

Almost all of the Collaboration Council’s funding comes from the State of Maryland and Montgomery County. As the table below shows, the Collaboration Council’s FY11 funding decreased by 47% from FY10, due to decreases in state funding.

Program Support by Funding Source, FY09-FY11 (\$ in thousands)

Source	FY09 Actual	FY10 Estimated	FY11 Budget*	Change FY10-FY11
State of Maryland	7,056	5,104	2,098	-59%
<i>State Grants—Direct Program Services</i>	5,568	4,183	1,819	-57%
<i>State Grants—LMB Operations</i>	1,487	921	279	-70%
Montgomery County	1,427	1,132	1,153	2%
Private Foundations	55	116	--	
Earned Reinvestment Fund	34	200	115	-43%
Other Miscellaneous Revenue (Investment Income, Fees, Etc)	47	25	152	508%
Total	\$8,619	\$6,577	\$3,518	-47%

*The Collaboration Council’s Board of Directors approved the preliminary budget on June 9, 2010.

1. State Funding

Overall, state funding for the Collaboration Council is projected to decrease by 59% from FY10 to FY11. The Collaboration Council receives funding from several state agencies including the Governor’s Office for Children, the Governor’s Office of Crime Control and Prevention, the Maryland State Department of Education, and the Department of Juvenile Services. In FY10, the largest portion of its revenue came from the Governor’s Office for Children. In mid-FY10, the State shifted funds for wraparound and other services for children with intensive needs from Local Management Boards to the

Governor’s Office for Children. The Governor’s Office for Children now contracts directly with providers to perform these services rather than channeling the funds through the Collaboration Council.

Changes proposed in the Governor’s FY11 budget would have similarly shifted control of funds for early intervention and prevention from LMBs to the Governor’s Office for Children to directly select service providers through a statewide, open competitive bidding process. However, the General Assembly voted to return these funds to the LMBs. As a result, the Collaboration Council received \$894,776 in early intervention and prevention funding for FY11, a reduction of 10% from FY10. The Collaboration Council will use these funds to contract with local providers for children and youth services.

The State’s approved FY11 budget also reduces funds for LMB administration. In FY10, the Governor’s Office for Children gave the Collaboration Council \$801,000 for LMB administration. This money was the largest source of funds for staff and general operations. The Governor’s FY11 budget proposed significant reductions to this funding and the General Assembly subsequently restored a small amount. Ultimately, the approved FY11 funding for administration is \$279,225, a reduction of 70% from FY10.

2. Montgomery County Funding

Total county funding for the Collaboration Council will remain essentially the same in FY11 as in FY10. The table below shows the change in each county-funded program from FY10 to FY11; each of these supports staff salaries/benefits and indirect costs (10%). The Collaboration Council provides these services under non-competitive contracts with the County; in FY11, two of these contracts are funded in the Community Grants NDA.

Collaboration Council Contracts Funded with County Revenue, FY10-FY11 (\$)

Program	FY10	FY11	Change
Behavioral Health Wraparound Services	800,000	760,000	-5%
Gang Wraparound Services	205,000	194,750	-5%
Clemente Out-of-School Time Project ¹	110,000	0	
InfoMONTGOMERY	0	98,590	
Excel Beyond the Bell	16,830	100,000	+494%
Total	\$1,131,830	\$1,133,240	+0.1%

Wraparound Services. The County’s approved FY11 budget reduces HHS contracts by 5%, including the contract with the Collaboration Council to coordinate behavioral health and gang wraparound services. The term “wraparound” describes services that are tailored to the individual requirements of children with intensive needs, who have a wide variety of agencies and programs involved in their care. Children served through the community-based wraparound program include children with behavioral and emotional needs, those with developmental disabilities, and children involved in gang activity.

¹ The Out-of-School Time project targeted at Clemente Middle School students was a one-time community grant in FY10 that will not be funded in FY11.

The services are provided and monitored through the local Care Management Entity (CME). Funding for this contract had come from both the State and the County. However, beginning in the middle of FY10, Maryland no longer provided funding to the Collaboration Council for this service, but instead began contracting directly with the CME. County funding for these services has been less restrictive than state funding, allowing the CME to serve a broader spectrum of children.

InfoMONTGOMERY. For FY11, the County Executive recommended, and the Council approved, a community grant of \$98,590 for the Collaboration Council's work on InfoMONTGOMERY. InfoMONTGOMERY is a website with an up-to-date directory of community services in the County.² In addition to helping the public find information on available services, the InfoMONTGOMERY system allows Collaboration Council staff to inventory and analyze programs available throughout the County to identify gaps in service and target resources to areas of highest need. The county grant helps to fill a gap created by a decrease in state funding, allowing the Collaboration Council to maintain and expand InfoMONTGOMERY (e.g., manage database content, integrate with 311).

Excel Beyond the Bell. For FY11, the County Executive recommended, and the Council approved, a community grant of \$100,000 for the Excel Beyond the Bell initiative, which supports and monitors out-of-school time (OST) activities. In addition to funding programs in areas such as academic enrichment, job skills, and recreation, the Collaboration Council also developed a set of performance measures to gauge the effectiveness of funded programs, and provided technical assistance to each program, allowing them to evaluate their own work.

The \$100,000 in county funds will be used to support a pilot project that extends the Excel Beyond the Bell programs to the middle grades. This venture is a joint project with MCPS and the Recreation Department. The funds will also support the continuation of professional development for those working with youth in out-of-school time activities (which received \$16,800 in FY10).

C. Staff and Program Changes in FY11

In March 2010, the Collaboration Council's Board of Directors held a retreat to determine the organization's priorities following the funding reductions described above. The Collaboration Council's description of its narrowing of focus is attached on ©9. The most significant change for FY11 is the elimination of Early Care and Education as a focus area, due to a lack of funding from the Governor's Office for Children. The Collaboration Council explains this decision:

In making this decision, the Board agreed that while early care and education is an important area, strong partnerships and a system are present locally that are leading to increased school readiness. Thus, other than ensuring that we continue to secure \$179,248 in MSDE funds for Healthy Families, our work in this area will be much less than in past years.

The Collaboration Council will continue to focus on the following program areas:

- **System of Care/Children with Intensive Needs** – Work to ensure access to early and intensive services for children and youth with complex behavioral and emotional needs.
- **Positive Youth Development** – Build an out-of-school time system, Excel Beyond the Bell, and fund out-of-school time programs.

² The website address is www.infomontgomery.com.

- **Equal Justice for All Youth** – Reduce disproportionate minority contact within the juvenile justice system.
- **Data and Research for Decision-making** (previously called “Making Services Better”) –Maintain the database of resources for InfoMONTGOMERY and measure program performance using a results-based accountability framework.

In FY11, the Collaboration Council plans to reduce its staff from twelve to nine full-time equivalents. Staffing shifts are reflected in the chart on ©8 of this packet.

The Board of Directors discussed the following organizational objectives at a June 2010 meeting: maintaining fiscal solvency and accountability; increasing total revenue and diversity of revenue sources; maintaining favorable working conditions for employees; and increasing the visibility and clarity of the Collaboration Council’s work in the community. A powerpoint presentation from this meeting is attached on ©12 of this packet. OLO’s March report noted that the Collaboration Council has had difficulty raising money from private sources, which account for less than 2% of its funding in FY10. The Collaboration Council acknowledges that this continues to be a challenge and is a major focus for the leadership team and program staff as they seek to maintain and expand programs.

D. Redesignation as County’s Local Management Board

1. Background.

In September 2003, the Council passed Article VI of Chapter 2 of the County Code authorizing the designation of a quasi-public nonprofit corporation as the County’s LMB. The Council designated the Collaboration Council, newly incorporated as a nonprofit corporation, as the County’s LMB on May 4, 2004. Prior to that time, the Collaboration Council operated as the County’s LMB as a part of County Government.

The legislation authorizing the designation of the County’s LMB provided for a three-year designation period. The Collaboration Council was redesignated as the County’s LMB on March 20, 2007 (©20). This last redesignation was due to expire on March 20 of this year. Because of uncertainty regarding the organization’s FY11 funding and key staffing changes, the Council extended the Collaboration Council’s designation through June 30, 2011 (©18), rather than redesignate the organization for a full three years. The Council provided the additional time to allow the organization to respond to funding and staffing changes and the Council to evaluate the impact of state funding reductions on local services to children, youth, and families before designating the organization for another three years.

2. Redesignation Recommendation and Follow Up

According to OLO’s review, the Collaboration Council has successfully performed the functions of an LMB and its partners and grantees are pleased with the quality and consistency of its work (©1). Although the organization reports a significant loss in state funding, it has developed strategies to respond to the funding reductions including narrowing the focus areas of the organization, eliminating three out of twelve staff positions, and moving to less expensive office space. The organization will continue to maintain a number of core functions: local access mechanism, local coordinating council, InfoMONTGOMERY, contracting for wraparound services, and linking youth with diversion services. In addition, the Collaboration Council Board of Directors has named Carol Walsh as the Executive Director of the organization, filling the vacancy created by Kathy Lally’s departure.

In light of the organization’s past success and current strategies to fulfill its role as the County’s LMB and be responsive to its state and local mandates, **Council staff recommends redesignating the Collaboration Council for Children, Youth, and Families as the County’s Local Management Board as required under State law.**

Council staff also recommends that the Committee receive a mid-year update on the Collaboration Council’s progress in its newly refined focus areas and in addressing organizational objectives identified by its Board and challenges identified in the OLO report (page 31 of OLO Report 2010-8). Areas of interest include attracting private funding and diversifying revenue sources, maintaining fiscal solvency and accountability, and educating the broader community about its work.

ATTACHMENTS	CIRCLE
OLO Memorandum Report 2010-8: Chapter VI. Findings and Recommendations	© 1
Update #1 to the Office of Legislative Oversight’s Report 2010-8 (May 26, 2010)	© 7
Update #2 to the Office of Legislative Oversight’s Report 2010-8 (June 23, 2010)	© 9
Powerpoint Presentation from June 9, 2010 Board of Directors Meeting: Organization and Program Objectives and Budget for FY2011	© 12
Resolution (16-1293) to Extend Designation of the Collaboration Council as Montgomery County’s Local Management Board, adopted March 16, 2010	© 18
Resolution (16-76) to Designate the Collaboration Council as Montgomery County’s Local Management Board, adopted March 20, 2007	© 20
The Collaboration Council’s FY11 Preliminary Budget, approved by the Board of Directors on June 9, 2010	© 22

Chapter VI. Findings and Recommendations

This chapter presents the Office of Legislative Oversight's findings and recommendations for County Council action related to the re-designation of the Collaboration Council as Montgomery County's Local Management Board.

A. Findings

In sum, OLO found that the Collaboration Council fulfills its obligations under state and county law as the Local Management Board for Montgomery County. The Collaboration Council funds programs for children, youth, and families, works to improve these programs, and actively works to identify and fill gaps in service.

The State is the largest source of funding for the Collaboration Council, providing more than three-fourths of the Collaboration Council's FY10 \$6.6 million in revenue. The Governor's FY11 Operating Budget proposes substantial reductions to direct funding of Local Management Boards across the State; if enacted by the General Assembly, these funding reductions would make it difficult for the Collaboration Council to continue functioning as it is currently structured.

Finding #1: The Collaboration Council fulfills its obligations under state and county law as the Local Management Board (LMB) for Montgomery County.

The structure, activities, and results of the Collaboration Council evidence that the organization performs the following six functions of a Local Management Board, as specified by state law:²⁷

- Create an effective system of services, supports, and opportunities that improve outcomes for all children, youth, and families;
- Strengthen the decision making capacity at the local level;
- Design and implement strategies that achieve clearly defined results for children, youth, and families as articulated in a local 5-year strategic plan for children, youth, and families;
- Maintain standards of accountability for locally agreed upon results for children, youth, and families;
- Influence the allocation of resources across the systems as necessary to accomplish the desired results; and
- Build local partnerships to coordinate children, youth, and family services within the County to eliminate fragmentation and duplication of services.

In addition, the Collaboration Council performs the three functions of the LMB which are outlined in the County Code.²⁸

²⁷ Annotated Code of Maryland, Human Services, § 8-303

²⁸ Montgomery County Code § 2-118

- Administer state funds for certain children's services, and plan and coordinate those state funded services;
- Participate in community planning for children's services related to the state-funded programs; and
- Apply for and administer funds for children's programs.

Further support for the quality of the Collaboration Council's work was voiced by the individuals who were interviewed for this report. In particular, the Collaboration Council is appreciated for its effectiveness as a neutral convener of agencies, service providers, and families; and the Collaboration Council staff is lauded for their knowledge and commitment to their mission.

Finding #2: The Collaboration Council's FY09 expenditures totaled \$8.9 million, 93% of which supported direct services spread over five program areas; the other 7% was spent on management and administrative costs.

In FY09, \$8.2 million (93%) of the Collaboration Council's expenditures went toward contracts with direct service providers and Collaboration Council staff who directly support the program areas listed on the following page. The remaining \$657,000 (7%) was spent on management and administrative services that support the entire organization, rather than any specific program area.

In FY09, the Collaboration Council contracted with 52 public and private organizations, which served over 3,000 children and approximately 400 additional families.²⁹ Examples of tangible results identified by the Collaboration Council as FY09 accomplishments include:

- Trainings for 1,348 professional youth service providers;
- Maintaining the InfoMontgomery Web site, which hosted more than 22,500 visitors;
- Referral of 187 new cases involving children with intensive needs to the Local Coordinating Council, which reviewed a total of 263 cases;
- Successful handling of 467 calls to the Local Access Mechanism office, 74% of which were referred to community resources.

The table on the next page summarizes the five program areas of the Collaboration Council, lists the associated target populations, examples of specific activities, and FY09 funding levels.

²⁹ *Progress on Building Brighter Futures*, 2009 Annual Report of the Montgomery County Collaboration Council for Children, Youth, and Families.

Collaboration Council: Target Populations, Activities, and FY09 Funding by Program Area

Program Area	Target Populations	Activities	Funding (\$ in 000s)
Children with Intensive Needs	Children and youth (and their families) who have complex special needs, specifically children who are at risk of placement in residential, group home, or detention facilities	<ul style="list-style-type: none"> • Administer the Local Access Mechanism • Lead and provide support for the Local Coordinating Council • Oversee the County wraparound care management system • Assist and support families to navigate the appropriate child serving systems • Collect data from service providers and families, and track well-being indicators 	\$5,279
Youth Development	School-age youth – with focus on increasing participation (across ethnic, economic, and geographic lines) in out-of-school time activities	<ul style="list-style-type: none"> • Fund 28 out-of-school time providers • Train youth development workers to increase program quality • Analyze out-of-school time programs across the County and identify gaps 	\$1,676
Early Care and Education	At-risk parents who have been screened for multiple stressors and linguistic or social isolation	<ul style="list-style-type: none"> • Provide funding for home visits to families with identified special needs • Lead the Early Care and Education Congress • Facilitate the training of early care providers in cultural and linguistic competence 	\$669
Equal Justice for All Youth	<p>Minority youth who come into contact with the juvenile justice system</p> <p>Officials and officers of the juvenile justice system</p>	<ul style="list-style-type: none"> • Collect and analyze data on minority involvement in the juvenile justice system • Fund services that divert youth from the juvenile justice system • Assist and support families to navigate the juvenile justice system 	\$296*
Making Services Better	Service providers and county agencies that are working to address the needs of children, youth, and families in Montgomery County	<ul style="list-style-type: none"> • Support performance management systems for service providers • Provide information and mapping resources through InfoMontgomery • Offer technical assistance and training in program areas and technology • Work to establish diverse funding streams • Advocate for improved services on behalf of children, youth, and families with special needs 	\$604

* Funds for activities in the Equal Justice for All Youth focus area are also included in the totals reported for three other focus areas: Children with Intensive Needs, Youth Development, and Making Services Better.

Finding #3: Since its inception, the largest share of the Collaboration Council's funding has come from the State. Between FY08 and FY10, the Collaboration Council's total revenue fell from \$9.9 million to \$6.6 million.

In FY05, the first year that the Collaboration Council was a quasi-public nonprofit corporation, 99% of its \$6.3 million in revenue came from the State of Maryland. With the addition of county funding and increases in state funding, the Collaboration Council's revenue increased by 57% from \$6.3 million in FY05 to \$9.9 million in FY08.

This upward trajectory was reversed between FY08 to FY10, as the Collaboration Council's total revenue has decreased by one-third during this time period. In FY10, the Collaboration Council expects to receive \$6.6 million in revenue, of which 77% (\$5.1 million) is from the State of Maryland and 21% (\$1.4 million) is from Montgomery County. Non-governmental sources of revenue (i.e., private foundations and other miscellaneous revenue) account for the remaining 2%.

Of the \$1.4 million in county revenue for the Collaboration Council, \$1.0 million funds care coordination and wraparound services for children and youth with complex needs who need individualized, multi-agency support services. The County also funds out-of-school time activities in the Germantown area and training for youth workers.

Finding #4: Proposed changes in FY11 funding from the Governor's Office for Children would significantly impair the ability of the Collaboration Council to support its administrative functions and current program areas.

Changes that already occurred in FY10 and proposed changes in the Governor's FY11 Operating Budget indicate a shift in the State's approach to funding services for children, youth, and families in each Maryland county. Specifically, the shift is from providing funds to be managed by Local Management Boards to a system that is more centralized at the state level.

In mid-FY10, the State shifted funding for wraparound and other services for children with intensive needs from management by the Local Management Boards to the Governor's Office for Children. Changes proposed in the Governor's FY11 budget would similarly shift control of funds for early intervention and prevention to the Governor's Office for Children, which would directly select service providers.

Accompanying this shift of funds away from LMBs is a large proposed cut in funding for LMB administration. In the Governor's proposed FY11 budget, the Collaboration Council's administrative funding would be cut by at least 50%. This administrative funding from the Governor's Office for Children is the Collaboration Council's largest source of funding for staff and general operations (e.g., rent, insurance).

Overall, from FY10 to FY11, the Collaboration Council would lose approximately \$2.25 million in funding, 34% of its total revenue. State law still requires the existence of Local Management Boards; however, the proposed reductions in state funding would necessitate changes in how LMBs operate throughout the State.

B. Recommendations

The Collaboration Council successfully has performed its duties as Montgomery County's Local Management Board. This fact combined with the uncertainty associated with the future funding for the Collaboration Council lead OLO to recommend that the County Council:

- Extend the current designation of the Collaboration Council as Montgomery County's Local Management Board (LMB) until December 1, 2010; and
- Return in June 2010 to a discussion of the Collaboration Council's future role and longer-term designation as the County's LMB; by that time, there will be a much clearer picture of the FY11 funding picture for the Collaboration Council.

These two recommendations are further outlined below.

Recommendation #1: Extend the designation of the Collaboration Council as Montgomery County's Local Management Board until December 1, 2010.

The current designation of Collaboration Council for Children, Youth, and Families as Montgomery County's Local Management Board (LMB) expires on March 20, 2010. Consistent with local law, March 20, 2010 is three years from the Council's previous designation of the Collaboration Council as the County's LMB.

As outlined above, OLO found that the Collaboration Council has successfully performed the duties as the County's Local Management Board, as specified both in state and local law. Further, OLO found that the Collaboration Council's partners and grantees are pleased with the quality and consistency of the Collaboration Council's work. Individuals within County Government, as well as those working as direct service providers described the Collaboration Council staff as knowledgeable, efficient, and as a valuable resource for technical assistance with their programs. The relationships that the staff and board of the Collaboration Council have developed with agencies and service providers was frequently cited as a critical component to an effective coordination of services for children, youth, and families across the County.

Despite this evidence of effective performance, the uncertainty of future funding for the Collaboration Council leads OLO to recommend that the Council extend the current designation until December 1, 2010. This nine-month extension will allow the Collaboration Council time to develop a plan for their own future, and before extending designation of the Collaboration Council for another three years, provide the County Council sufficient time to evaluate the impact of state funding shifts on services available to children, youth, and families in Montgomery County.

Recommendation #2: Return in June 2010 to discuss the future role of the Collaboration Council, to include a decision about re-designation as the County's LMB beyond December 1, 2010.

By June 2010, there will be a much clearer understanding of how funding changes at the state and local level will affect the operations of the Collaboration Council going forward. As a follow-up to this memorandum report, OLO will prepare an addendum that provides the Council with an update that includes:

- Information about how final FY11 budget actions at the state and local level affect the Collaboration Council's funding for the coming fiscal year; and
- A status report on the Collaboration Council's own plans for moving forward as the designated Local Management Board for the Council.

As part of this addendum, OLO will recommend specific discussion issues to frame the Council's review and decision on future designation of the Collaboration Council as the County's LMB; and related decisions concerning how much-needed services are provided to the County's children, youth, and families.

Children's Cabinet Interagency Fund Changes for FY 2011

As the OLO report was released, several changes had been proposed as part of the Governor's budget with regard to how Local Management Boards (LMBs) were funded by the Children's Cabinet Interagency Fund. The following describes the potential impact and the action by the General Assembly and the resulting funding to the Collaboration Council.

Reduction of Funding for LMB Administration. At that time the proposed funding for the Collaboration Council was \$244,000, compared to \$801,000 in FY10—a decrease of \$557,000 (or 70%).

Final Action: The General Assembly restored another \$600,000 to the statewide \$2.4 million. As a result, the Collaboration Council's funding increased to \$279,225.

Program Funds: Centralization of Early Intervention and Prevention (EIP) Contracts. As in past years, in FY10, the Governor's Office for Children (GOC) provided funding to the Collaboration Council for several children and youth services programs, based on local determination of need, that were then contracted out to local providers. For FY11 GOC was proposing that this funding be consolidated as EIP funding; instead of the LMBs administering the funding, GOC would through a statewide, open competitive bid process, administer and contract out this \$15.7 million funding centrally.

Final Action: The General Assembly voted to return the funding to the LMBs proportionate to what they were receiving in FY10, after some funding was subtracted due to Federal funding reductions and transfer of some funds for LMB administration. As a result, the Collaboration Council received \$894,776. Of this amount, \$120,000 had previously been included in the LMB administration funding for the Local Access Mechanism, since Collaboration Council employees deliver the service. However, GOC required that the LAM be funded out of the program dollars in FY2011.

Projected Sources of Public Revenue for FY 2011, Compared with FY 10 Budget

(As of May 25, 2010)

(Same format as on page 23 of OLO Report, \$ in thousands)

Source of Revenue	FY 09 Budget	FY 10 Budget	Projected FY 11
State of Maryland (GOC, GOCCP, DJS)	7,056	5,104	2,682
State Grants—Direct Program Services	5,568	4,183	2,304
State Grants—LMB Operations	1,487	921	378
Montgomery County	1,427	1,132	1,133
Total Public Revenue	8,483	6,236	3,815
Change from Previous Year		-2,247	-2,421

Note: For FY10, the \$120,000 for the LAM program was transferred from operations to direct program services to enable direct comparison of the two fiscal years.

Montgomery County Funding

Based on the current budget decisions of the County Council, this total funding will increase slightly in FY 2011 with additional valued support in two key areas that tie into County priorities. The following table shows the funding for the current and next fiscal years.

Program/Strategy	FY2010	FY2011
Behavioral Health Wraparound	800,000	744,000
Gang Wraparound	205,000	190,650
DHCA Clemente Out-of-School Time Project	110,000	0
InfoMONTGOMERY	0	98,590
Excel Beyond the Bell	16,830	100,000
Total	1,131,830	1,133,240

Each of these programs or strategies directly supports staff salaries/benefits and indirect costs (10%).

Resulting Staffing Changes by Function

Functional Area	Positions on March 1, 2010 <i>Reduced from 37.5 to 30 hour work week in December 2009</i>	Projected Positions FY 2011 <i>Continued 30 hr work week</i>
Senior Leadership	Executive Director, Finance Director, Chief of Policy, Planning and Programs (3)	Executive Director, Finance Director (2)
Communications	Communications Director (1)	<i>Communications Director (1)</i>
Program Leadership	Director for Children with Intensive Needs; Senior Associate for Early Childhood Initiatives (2)	Director for Children with Intensive Needs (1)
Data and Research	Director for Data and Research (1)	<i>Director for Data and Research (1)</i>
Program & Resource Staff	InfoMONTGOMERY Resource Coordinator DMC Reduction Coordinator LAM Coordinator LCC Coordinator ASAP Program Monitor (vacant) CWIN Program Monitor (vacant) (6)	InfoMONTGOMERY Resource Coordinator DMC Reduction Coordinator LAM Coordinator LCC Coordinator Excel Beyond the Bell Resource (5)
Administration	Administrative Assistants (2)	Administrative Assistants (2)
Number of Positions	15	12
Total Work Hours	445	332.5
FTE Equivalents (37.5 hrs)	12	9

June 23, 2010

Update #2 to the Office of Legislative Oversight's Report 2010-8

History and Current Status of the Collaboration Council for Children, Youth and Families, Inc.

Note: Update #1 focused on the funding for FY2011. This update provides an overview of the program direction for FY 2011.

Narrowing of Focus to Achieve Mission.

On March 10, 2010 our Board of Directors held a retreat to affirm our mission and narrow our focus to certain strategies for our nonprofit organization to fulfill its role as the local management board and be responsive to its state and local mandates. For FY2011, we will focus systems-building and program funds on the following areas:

- **Positive Youth Development**—Building an out-of-school time system, Excel Beyond the Bell and funding out-of-school time programs (After School Activities Project)
- **System of Care/Children with Intensive Needs**—Working to ensure access to early and intensive intervention services for children and youth and their families
- **Equal Justice for All Youth**—Reducing disproportionate minority contact within the juvenile justice system
- **Data and Research**—Continued resource database maintenance via infoMONTGOMERY for linking families with services and needs assessment and maintaining accountability for program performance for EIP funding via the Results-based Accountability framework. This is a partial reframing of the *Making Services Better* program area found in the table on page 15 of the OLO report. Other supports to service capacity and quality building will occur within the program areas above.

In making this decision, the Board agreed that while early care and education is an important area, strong partnerships and a system are present locally that are leading to increased school readiness. Thus, other than ensuring that we continue to secure \$179,248 in MSDE funds for Healthy Families, our work in this area will be much less than in past years.

Sources of Funding by Program Area (table on page 25)

The following table shows the source of public funding for each of our focus areas for FY2011. This funding supports staff that are involved in system-building and/or program fund contracting and oversight. With the exception of GOCCP, all include funding for overall agency operations.

Area	Source of Public Funds
Positive Youth Development	<ul style="list-style-type: none">• Montgomery County• Governor's Office for Children• Maryland State Department of Education
System of Care/children with Intensive Needs	<ul style="list-style-type: none">• Montgomery County• Governor's Office for Children• Maryland Department of Juvenile Services
Equal Justice for All Youth	<ul style="list-style-type: none">• Governor's Office for Crime Control and Prevention (GOCCP)• Governor's Office for Children
Data and Research	<ul style="list-style-type: none">• Montgomery County• Governor's Office for Children

Strategies and Activities by Program Area

With the exception of Early Childhood as described above, strategies and activities by program area will continue as discussed in the OLO Report.

Area (OLO Report)	Strategies and Activities
System of Care/Children with Intensive Needs (page 15)	Neutral Convener: <ul style="list-style-type: none"> • CWIN Committee • Local Coordinating Council
	Program Activities: <ul style="list-style-type: none"> • Local Access Mechanism <ul style="list-style-type: none"> ○ Temporary Care Coordination ○ Family Navigation • Local Coordinating Council • Contracting with the Care Management Entity to deliver County-funded wraparound • Working to start-up evidence-based programs • Contracting for/overseeing psychiatric services at Noyes Detention Center
Positive Youth Development (page 17)	Neutral Convener: <ul style="list-style-type: none"> • Excel Beyond the Bell Partnership Group
	Program Activities: <ul style="list-style-type: none"> • Excel Beyond the Bell—expansion of quality out-of-school time programs via professional development, quality standards, accountability framework and funding • After School Activities Project (direct services) • Supporting School-Based Health Centers via MSDE funding • Supporting Youth Services Bureaus (GOC mandate)
Equal Justice for All Youth (page 19)	Neutral Convener: <ul style="list-style-type: none"> • DMC Reduction Committee
	Program Activities: <ul style="list-style-type: none"> • DMC Reduction through objective decision-making, data collection & monitoring, improved systems-service access • Linking Youth with Diversion Options • Family Support for Delinquency Prevention (ends 12/10)
Data and Research (page 20)	Neutral Convener: <ul style="list-style-type: none"> • <i>info</i>MONTGOMERY Steering Committee • Support to above Committees • Convening around short-term tasks/products
	Program Activities: <ul style="list-style-type: none"> • <i>info</i>MONTGOMERY (to support 311) • Results-based Accountability for own and contracted programs and supporting systems building in above program areas • Needs assessment • DataBook with all Children’s Agenda results/indicators

Impacts Resulting from Reductions in Program/Service Dollars

Area/Program (Funder)	Funding Change	Services Impact
Early Care and Education Home Visiting (GOC)	\$153,411 in state funding eliminated	18 fewer families will be served.
Positive Youth Development After School Activities Project (GOC)	Reduction from \$499,523 in GOC funds to \$487,884. (Does not include one-time use of Earned Reinvestment in FY2010)	Currently gathering total year served data and negotiating contracts for FY2011.
SOC/Children with Intensive Needs Wraparound for gang and early interventions (County)	5% cut in contracts totaling \$50,250 (includes indirect) for FY2011 total of \$954,750.	FY10 Served through 4/30: 52 Behavioral Health and 15 Gang Wrap. No reduction anticipated in numbers served as mix of no cost, low cost, third party and county funds are used to serve the unique needs of each family.
Equal Justice for All Youth <ul style="list-style-type: none"> • Parent Education and Engagement (FLAVORS) • Wraparound as Alternative to Secure Detention (ATD) (GOCCP) 	All funding for programs eliminated. <ul style="list-style-type: none"> • FLAVORS: \$24,195 • Wraparound ATD: \$44,555. (FY10 already had been reduced by \$43,599 from FY09). • Linking Youth with Diversions is now funded via GOC. 	FLAVORS: no education of parents regarding how to navigate juvenile justice system; no peer-to-peer support; no individual support to families as they appear in court, etc. Wraparound ATD: No local alternative to secure detention and work with families to prevent further involvement.

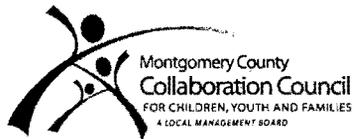


Organization & Program Objectives and Budget for FY 2011

Montgomery County Collaboration Council
Board of Directors Meeting
June 9, 2010

Vision

A caring community with stable families, where children are healthy, safe, ready to learn, successful in school and ready for life.



Mission

To improve the well-being of children, youth and families in Montgomery County through collaborative partnerships.

Organizational Objectives

- Maintain fiscal solvency, transparency & accountability
- Increase diversity of revenue sources while also increasing total revenue
- Maintain favorable working conditions for employees
- Increase visibility and clarity of our work in the community

Functions and Staff to Achieve Organization Objectives

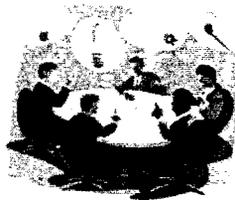
Board Governance (Board and Standing Committees)	Executive Director Executive Assistant Director of Finance
Organization Management	Executive Director
Human Resources	Executive Assistant Director of Finance
Fiscal & Contract Management	Director of Finance Executive Assistant Program Staff
Communications	Communications Director Administrative Assistant Program Staff
Friends and Fund-Raising	Executive Director Communications Director Administrative Assistant Program Staff

Program Objectives

- Serve as a neutral convener to arrive at effective cooperative solutions and building of interagency systems
- Strengthen decision-making via data analysis of program performance and community level outcomes
- Support and build capacity of nonprofit and public organizations in the program areas
- Ensure quality service delivery with favorable outcomes for children, youth and families
- Partner with local government for specific initiatives

Program Focus Areas

- Excel Beyond the Bell
- System of Care for Behavioral and Mental Health
- Fair and Equal Justice for All Youth
- Data and Research for Decision-making





Excel Beyond the Bell

Mission: To inspire children and youth to realize their full potential by building a sustainable system offering safe, quality and accessible out-of-school time programs

Convening: EBB Partnership Group

Program Funding:

- After School Activities Project
- Youth Work Professional Development
- DHCA @ Clemente MS

System of Care (SOC) for Behavioral and Mental Health

Purpose: Build a framework that provides a variety of multi-agency supports meeting the unique needs of each child or youth and their families that is based on their strengths, in order for children to remain as close to home as possible.

Convening: SOC (formerly CWIN) Workgroup

Program Support:

- Local Access Mechanism
- Local Coordinating Council
- Wraparound via Care Management Entity (CME)
- Family Navigation

Fair and Equal Justice for All Youth

Mission: All Montgomery County youth receive equal and fair treatment in the juvenile justice system, regardless of race and ethnicity.

Convening: DMC Reduction Committee

Program Support

– Linking Youth with Diversion Services

Data and Research for Decision-making

Purpose: Collect and analyze data that describes our county's resources and needs and the effectiveness of program investments in benefiting children, youth and families in moving community-wide outcomes.

Convening: *info*MONTGOMERY Steering Committee

Program Support

– *info*MONTGOMERY



Summary of Program Staff

Executive Director	X			
Director, Children w Intensive Needs		X	X	
DMC Reduction Coordinator			X	
EBB Program Specialist	X			
CWIN/SOC Support		X		
LAM Associate		X		
Director, Data & Research				X
Resource Database Coordinator				X
Administrative Assistant	X	X	X	X

FY 2011 Proposed Budget

- Avoided worst case scenario through a mix of state and local funding.
- Designed to achieve strategic organizational and program objectives
- Uses reserves to invest now for a strong future
- Establishes private fund-raising goals

Resolution No.: 16-1293
Introduced: March 2, 2010
Adopted: March 16, 2010

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Resolution to Extend the Designation of the Montgomery County Collaboration Council for Children, Youth, and Families as the County's Local Management Board for Children, Youth and Families

Background

1. State law requires the County to establish or designate a local management board to ensure the implementation of a local, interagency service delivery system for children, youth, and families. Under State law, the County may designate a quasi-public, nonprofit corporation that is not an instrumentality of the County to act as the County's local management board.
2. Section 2-119 of the County Code establishes a process to designate a quasi-public corporation as the local management board. It also establishes certain criteria that a quasi-public corporation must meet to be designated as the local management board.
3. On April 26, 2004, the Montgomery County Collaboration Council for Children, Youth, and Families submitted its articles of incorporation and by-laws to the County Council and formally requested to be designated as Montgomery County's Local Management Board. The Council approved this designation in Resolution 15-599 on May 4, 2004.
4. By law, the Council's designation of a local management board expires three years after the designating resolution is adopted unless the Council extends the designation by adopting another resolution.
5. On March 20, 2007, the Council adopted Resolution 16-76, re-designating the Montgomery County Collaboration Council for Children, Youth, and Families as the Montgomery County's Local Management Board for a second three year period. The current designation will expire on March 20, 2010 in the absence of Council action.

6. The Governor has proposed deep funding cuts to administrative and program funding to local management boards throughout the State. These proposed reductions coupled with key staffing changes at the Montgomery County Collaboration Council for Children, Youth, and Families leave the potential for an organization with dramatically different structures and functions.
7. Extending the current designation through June 30, 2011 will give the organization time to respond to changes in State funding and mandates and allow the Council sufficient time to review the organization's past performance and future plans.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Council hereby extends the designation of the Montgomery County Collaboration Council for Children, Youth, and Families as the County's Local Management Board for Children, Youth, and Families pursuant to County Code Section 2-119. The extended designation will remain in effect until the earlier of:

- (1) The Council designation of an organization as the County's Local Management Board for Children, Youth, and Families; or
- (2) June 30, 2011.

This is a correct copy of Council action.


Linda M. Lauer, Clerk of the Council

Resolution No.: 16-76
Introduced: February 27, 2007
Adopted: March 20, 2007

**COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND**

By: County Council

SUBJECT: Resolution to Designate the Montgomery County Collaboration Council for Children, Youth, and Families as the County's Local Management Board for Children, Youth, and Families

Background

1. On September 23, 2003, the County Council enacted Bill No. 28-03, Health and Human Services - Local Management Board for Children, Youth, and Families. "Local management board" as defined in County Code Chapter 2, Article VI, inserted by Bill 28-03, means the corporation that the County designates to implement a local, interagency service delivery system for children, youth, and families.
2. Among its purposes, Article VI established a process to designate a quasi-public corporation as the local management board. It also established certain criteria that a quasi-public corporation must meet to be designated as the local management board.
3. Bill 28-03 required that any corporation that seeks to be designated initially as the local management board must submit proposed articles of incorporation and bylaws to the County Council and the County Executive for review and comments by May 1, 2004.
4. On April 26, 2004, the Montgomery County Collaboration Council for Children, Youth, and Families submitted its articles of incorporation and by-laws to the County Council and formally requested to be designated as Montgomery County's Local Management Board. The Council approved this designation in adopting Resolution 15-599 on May 4, 2004.
5. By law, the Council's designation of a local management board expires 3 years after the resolution is adopted unless the Council extends it by adopting another resolution.

- 6. The Health and Human Services Committee met on March 12, 2007 to review the performance of the Montgomery County Collaboration Council for Children, Youth, and Families during the three previous years, and to determine, as required in the law, whether it had complied with all requirements of the law to continue as the County's local management board. The Health and Human Services Committee recommended that the Council redesignate the Collaboration Council as the local management board for a second three year period.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Council hereby designates the Montgomery County Collaboration Council for Children, Youth, and Families as the County's Local Management Board for Children, Youth, and Families under County Code § 2-119.

This is a correct copy of Council action.

Linda M. Lauer
 Linda M. Lauer, Clerk of the Council

3/21/07
 Date

Isiah Leggett
 Isiah Leggett, County Executive

4/2/07
 Date

Montgomery County Collaboration Council
 FY 11 Preliminary Budget
(In Whole Dollar)

	<u><i>\$ Proposed</i></u> <u><i>FY11 Budget</i></u>
Program Support by Funding Source	
Governor's Office for Children - Program Support	894,776
Governor's Office for Children - LMB Operations	279,225
Governor's Office of Crime Control and Prevention	284,000
Maryland State Department of Education	448,172
Department of Juvenile Services	192,000
Department of Health and Mental Hygiene	-
Sub-total State of Maryland	2,098,173
Local Governments and Agencies	1,153,340
Private Foundations	-
Reinvestment Fund Net Assets Released (1)	115,000
Other Revenue (2)	151,570
Total Program Support	3,518,083

Operating Expenses

<i>Direct Services</i>	2,459,098
LMB Operations:	
Salary	728,583
Fringe	171,562
Communication	9,500
Postage	2,850
Business Travel	2,000
Professional Development	2,000
Community Events and Promotions	5,000
Accounting and Auditing	25,000
Legal	2,500
Contractual Services	37,430
Office Supplies	2,500
Office Equipment	8,192
Rent	40,000
Insurance	11,500
Dues, Subscriptions, Public Notices	10,368
<i>sub-total LMB Operations</i>	1,058,985
Total Expenses	3,518,083
Increase (Decrease) in Net Assets	-

(1) Request Pending to GOC for use of Earned Reinvestment Resources (\$2.1 million available)

(2) Deferred Revenue Earned from Fixed Price Contracts in Prior Years - Board tentatively approved these resources pending GOC approval of Earned Reinvestment

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