


HHS COMMITTEE #5
April 24, 2014
Discussion

MEMORANDUM

April 22, 2014

TO: Health and Human Services Committee

FROM: Vivian Yao, Legislative Analyst 

SUBJECT: **Designation of the County's Local Management Board for Children, and Youth and Families**

The purpose of this worksession is to discuss the designation of the Collaboration Council as the County's Local Management Board (LMB).

The following Collaboration Council representatives are expected to attend the discussion:

- Carol Walsh, Executive Director, Montgomery County Collaboration Council for Children Youth, and Families
- Gabriel Albornoz, Collaboration Council Board Vice-Chair and Director of the Montgomery Recreation Department

Uma Ahluwalia, Director, Montgomery County Department of Health and Human Services, will also be attending the worksession and is currently serving as a member of the Collaboration Council Board of Directors.

Patty Vitale in HHS Committee Chair Leventhal's Office is the Council's representative on the Collaboration Council Board and is also planning on attending the meeting.

The Council introduced the resolution to designate the Montgomery County Collaboration Council for Children, Youth and families for another three year period on April 22. Action on this resolution is scheduled for April 29. A draft resolution is attached at ©1-2.

BACKGROUND

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.

Prior to May 4, 2004, the Collaboration Council operated as a part of County Government. 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 subsequently designated the Collaboration Council in its newly incorporated non-profit structure as the County's LMB on May 4, 2004. Factors that affected the organizations decision to restructure from a County Government entity to a quasi-public nonprofit corporation included the need to clarify the separation of authority and responsibility between the Collaboration Council and DHHS; the efficiency resulting from its own procurement process when administering funds; and the opportunity to simplify the organization staffing structure, develop new bylaws, provide a more directed scope of work, simplify the distribution of programmatic funding, and pursue private funding.

The legislation authorizing the designation of the County's LMB provides for a three-year designation period. The last redesignation occurred on April 12, 2011, and the HHS Committee last discussed the Collaboration Council in June 2010. At the meeting, OLO staff presented findings from its review of the Collaboration Council¹ that the organization had successfully performed the functions of a LMB, as specified by state and county law.

UPDATES

Organizational Update

The Collaboration Council has provided updates on Board Operations, Strategic Planning, Executive Director Search, and Personnel at ©3-4. Some of the highlights from the updates include the following:

- There are three board members whose terms have ended. Two member have reapplied and interviews for the third opening will be filled by June. A list of current board members is attached at ©6-7.
- The organization has had unqualified audits for all fiscal years since its incorporation. The FY13 audit found that 97% of every dollar was spent on programming.
- At its Spring 2013 retreat, the Board worked on an Organizational Strategic Plan and identified goals and accompanying strategies within several functional areas (see ©8-9). The upcoming June retreat will include a progress report and the development of new strategies for the coming year.
- The Executive Search and Transition Committee was formed in early March, and the search began on March 31 with a May 2 deadline for applicant submissions. The

¹ The 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.

Committee anticipates making an offer by early July. The current Executive is available to assess with the transition.

- The organization has 14 employees, and the FY15 complement remains essentially unchanged from FY14.

Funding Update

A large percentage of the Collaboration Council's funding comes from the State of Maryland and Montgomery County. The table at the bottom ©4 shows the various sources of public funding for FY14 and FY15. In FY 15, total government support is projected to be \$3,652,133 out of a total revenue of \$3,792,133 (©10-11). The organization anticipated a increase in revenue for FY15 of \$101,442, which is an increase of 2.7%. The organization anticipates funding of \$140,000 from 4 foundations.

Program Update

An initiative and program update provided by the Collaboration Council is attached as ©12-15. The update describes the following key initiatives and programs coordinated or supported by the Collaboration Council and includes services data for each:

- Excel Beyond the Bell
- Disproportionate Minority Contact Reduction Committee
- Evening Reporting Center
- Conservation Corps
- Many Voices for Smart Choices - Montgomery County's Alliance to Prevent Youth Substance Abuse
- Pathway to Services
- Local Care Team
- InfoMontgomery
- Early Childhood

REDESIGNATION RECOMMENDATION AND FOLLOW UP

In Council staff's view, the Collaboration Council has continued to fulfill its obligation under state and local law. It has continued to (1) maintain an effective system of services that improves outcomes for children, (2) maintain standards of accountability, (3) build local partnerships, (4) influence the allocation of resources, and (5) administer state funds for certain children's services and plan and coordinate those services. **Council staff recommends redesignating the Collaboration Council for Children, Youth, and Families as the County's Local Management Board for another three-year period as provided under County law.**

Resolution No.: _____
Introduced: _____
Adopted: _____

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. 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 (Collaboration Council) 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. Subsequently, the County has approved resolutions designating the Collaboration Council as the County's Local Management Board on two additional occasions. The last designation took place on April 12, 2011 pursuant to Resolution 17-93.
5. 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.

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 pursuant to County Code Section 2-119.

This is a correct copy of Council action.

Linda M. Lauer, Clerk of the Council



**Information for the Montgomery County Council
Regarding the Re-designation of
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.
As the Local Management Board
April 18, 2014**

ORGANIZATIONAL UPDATES

Board Operations

- The current roster is Attachment A. Three members' terms are up; two have reapplied and interviews will be held with applicants for the third opening which we anticipate will be filled by June.
- At least six Board meetings are held each year with one being the annual retreat. Meetings are well attended with quorums enabling action.
- All Board members participate on one or more committees. Standing committees are Fiscal, Board Governance/Membership, Child Well-being, and Executive. Current ad hoc committees are: Marketing, Anniversary Celebration, and Executive Search and Transition.
- As a measure of fiscal stewardship, the organization has had unqualified audits (highest rating) for all fiscal years since incorporation in 2003. The FY2013 audit found that 3% of every dollar was spent on programming.

Organizational Strategic Plan

- In spring 2013, the Board retreat was devoted to creating an Organizational Strategic Plan. With a facilitator, the Board and staff worked together to identify visionary goals and accompanying strategies within several functional areas. Appendix B provides a summary.
- The agenda for each Board meeting is structured to address the goals and strategies. The June 11 retreat will include a report of progress made to date along with the development of new strategies for the upcoming year.

Status of the Search for a New Executive Director

- The Executive Search and Transition Committee was formed in early March. The five members include current public and private Board members along with past board leadership. The Committee confers regularly with staff for input and to keep them updated.
- The search began on March 31 with a May 2 deadline for submission of resumes. Along with distribution to over 500 contacts through our e-newsletter, the opening has been posted on several local, regional and national websites relevant to the nonprofit sector or general employment searches.
- The Committee anticipates making an offer of employment by early July with the actual hire date depending upon the length of notice needed to be given to the candidate's current employer.
- The current Executive Director will be available to assist with transition.

Personnel

The Collaboration Council has 14 employees. The table below shows the projected employees by functional area, job title, and full time equivalents (total 11.35) for FY15, which remains essentially unchanged from FY14.

Functional Area	Projected for FY 15
Senior Leadership	Executive Director (1.0)
Financial Management	Accountant (.67)
Communications	Director of Communications (.67)
Fund-development	Development Associate (.67)
Data and Research	Director, Data and Research (.90)
Program Leadership	<ul style="list-style-type: none">• Excel Beyond the Bell Manager (1.0)• Children with Intensive Needs Manager (.67)• Disproportionate Minority Contact Reduction Coordinator (1.0)• Many Voices for Smart Choices Coordinator (.67)
Program Staff	<ul style="list-style-type: none">• InfoMONTGOMERY Resource Coordinator (.70)• Pathways to Services Associate (1.0)• Local Care Team Coordinator (.67)
Administrative Support	<ul style="list-style-type: none">• Executive Assistant (.80)• Administrative Assistant (1.0)

FY15 BUDGET PLANNING

- As shown in the table in Attachment C, anticipated government and foundation revenues for FY15 will increase by at least \$101,442 or 3% over FY14. Other foundation grants are pending.
- The breakdown of government funding for FY14 and FY15 is found in the table below:

Public Source	FY2014		FY2015	
	Amount	% of total	Amount	% of Total
Governor's Office for Children	\$1,087,701	30%	\$1,087,701	30%
Other State (DHS, MSDE)	\$793,313	22%	\$847,813	23%
Montgomery County	\$1,717,677	48%	\$1,716,619	47%
Total Government	\$3,600,691	100%	\$3,652,133	100%

- During FY13 and FY14, use of Earned Reinvestment funds as part of a fund swap to keep our LMB funding at FY12 levels. FY15 will be fully funded with state general funds.
- Attachment D show preliminary FY15 budgets by initiatives or programs. Funding changes of note for FY15 are
 - \$100,000 in new funding from the Department of Juvenile Services (DJS) to support a program that will work with families with Children in Need of Supervision (CINS) to access any needed assessments and then make referrals to needed services so that they do not commit offenses that would lead to DJS intakes.
 - \$19,500 (25%) reduction in Governor's Office for Crime Control and Prevention's support of our Disproportionate Minority Contact (DMC) Reduction Coordinator position. The

Coordinator will be responsible for implementing the CINS, so part of his salary will come from that budget.

- \$40,000 MacArthur Grant to support the development of a screening tool to assist in determining charged youth's diversion needs and directing them to appropriate resources
 - \$20,000 United Way Community Grant to deliver a summer Excel Beyond the Bell program at one of the middle schools.
 - An unknown amount from Maryland Alcohol and Drug Abuse Administration (via DHHS) to coordinate a Wheaton coalition that will implement strategies to reduce underage drinking. Prescribed research using the Maryland Strategic Planning Framework is currently occurring in the Wheaton community to determine specific strategies which will inform the grant funding. Wheaton was selected not for its underage alcohol use compared to the remainder of the county, but because of the local resources and diversity.
- Now that the revenue picture is fairly well known, the Fiscal Committee is developing its recommended draft FY2015 budget for presentation to the Board for its approval in June. Part of that process will be confirming expenses by program, establishing fund-raising goals and determining the degree to which cash reserves might be used.

PROGRAM UPDATES

Attachment E provides some details regarding each initiative and program.

Attachments

- A. Board Roster
- B. Organization Strategic Plan Vision and Strategies
- C. Anticipated FY15 Revenues by Source
- D. Anticipated FY15 Revenue by Initiative/Program
- E. Initiative/Program Update

**Montgomery County Collaboration Council
Board of Directors Roster
February 18, 2014**

OFFICERS

CHAIR

Kozloski, Dolores (2015)
19060 Montgomery Village Avenue
Gaithersburg, MD 20866
Phone: 301-240-6399 (w)
301-963-9134 (h)
Email: Dolores.a.kozloski@lmco.com

VICE CHAIR

Albornoz, Gabriel
Recreation Department Representative
Director, Department of Recreation
4010 Randolph Road
Silver Spring, MD 20902
Phone: 240-777-6800
Fax: 240-777-6803
Email: Gabriel.albornoz@montgomerycountymd.gov

SECRETARY

Tamarkin, Carolyn (2014)
1055 Pipestem Place
Rockville, MD 20854
Phone: 301-251-8799
Email: ctamarkin@gmail.com

TREASURER

Alfonso, Kimberley (2015)
7500 Woodmont Avenue, #616
Bethesda, MD 20814
Phone: 301-312-6337 (h)
240-737-5185 (w)
202-253-1580 (c)
Email: kalfonso@clb.org

DIRECTORS

Ahluwalia, Uma
MC DHHS Representative
Director, Department of Health & Human Services
401 Hungerford Drive
Rockville, MD 20850
Phone: 240-777-1266
Fax: 240-777-1494
Email: uma.ahluwalia@montgomerycountymd.gov

Bartley, Shawn D., Esq (2014)
Shawn D. Bartley & Associates, LLC
Law Office
8730 Georgia Avenue, Suite 209
Silver Spring, MD 20910
Phone: 301-741-4124 (w)
Email: shawn@bartley-law.com

Chernoff, Robin, MD (2016)
5812 Johnson Avenue
Bethesda, MD 20817
Phone: 301-530-0182 (h)
301-938-9845 (c)
Email: rchernof@starpower.net

Crowel, Raymond L., PSY.D.
MCDHHS Core Services Agency Representative
Chief, Behavioral Health and Crisis Services
401 Hungerford Drive, 5th Floor
Rockville, MD 20850
Phone: 240-777-1488
Fax: 301-279-1692
Email: raymond.crowel@montgomerycountymd.gov

English, Angela
Provider of Direct Social Svcs. to Children, Youth & Families
MC DHHS, Child Welfare Services
1301 Piccard Drive, 3rd Floor
Rockville, MD 20850
Phone: 240-777-3587 (w)
240-678-0051 (c)
Fax: 240-777-4161
Email: Angela.english@montgomerycountymd.gov

Glick, Joan, R.N.-C., M.S.N.
Public Health Office Representative
Senior Administrator, School Health Services
MC DHHS
Public Health Services
401 Hungerford Drive, 2nd Floor
Rockville, MD 20850
Phone: 240-777-3494
Fax: 240-777-1860
Email: Joan.glick@montgomerycountymd.gov

Hamill, Russell, Assistant Chief of Police
MC Police Department Representative
100 Edison Park Drive
Gaithersburg, MD 20878
Phone: 240-773-5060
Email: russell.hamill@montgomerycountymd.gov

Hawkins, Delmonica
Maryland Department of Juvenile Services Rep.
Metro Regional Director
7300 Calhoun Place, Suite 500
Rockville, MD 20855
Phone: 301-610-2580 (w)
410-807-6902 (c)
Fax: 301-279-1204
Email: HawkinsD@DJS.state.md.us

Ikheloa, Ikhide Roland
Board of Education Representative
Chief of Staff
Office of the Board of Education
Carver Educational Services Center
850 Hungerford Drive, Room 123
Rockville, MD 20850
Phone: 301-279-3301
Fax: 301-279-3860
Email: roland_ikheloa@mcpsmd.org

McLaughlin, Caitlin (2016)
Consultant, ICF International (Work)
Fairfax, VA
10314 Julep Avenue (Home)
Silver Spring, MD 20902
Phone: 301-649-1027 (h)
301-263-4947(c)
Email: caitlinmcl@yahoo.com

Meizner, Kathie
Montgomery County Public Libraries
Library Manager, MCPL
Kensington Park Library
4201 Knowles Ave., Kensington, MD 20895
Noyes Library for Young Children
10237 Carroll Place
Kensington MD 20895
Phone: 240-773-9505
240-773-9510
Email: kathie.meizner@montgomerycountymd.gov

Mirahmadi, Hedieh, J.D. (2016)
19650 Club House Road, Suite 204
Montgomery Village, MD 20886
Phone: 202-595-1355 (w)
301-983-1507 (h)
202-437-7407 (c)
Email: hedieh@worde.org

Richardson, Chrisandra
Montgomery County Public Schools Representative
Associate Superintendent for Special Educ. & Student Services
Montgomery County Public Schools
Carver Educational Services Center
850 Hungerford Drive, Room 220
Rockville, MD 20850
Phone: 301-279-3604
Fax: 301-279-8479
Email: Chrisandra_Richardson@mcpsmd.org

Salem, Pofen
Office of Management & Budget Representative
Senior Management & Budget Specialist
Office of Management & Budget
County Office Building
101 Monroe Street
Rockville, MD 20850
Phone: 240-777-2773
Email: Pofen.Salem@montgomerycountymd.gov

Stein, Joyce, LCSW-C, CCCE (2015)
1 Cornerwood Court
Gaithersburg, MD 20878
Phone: 301-330-8487 (h)
301-461-9815 (c)
Email: joyce629@rcn.com

Vitale, Patricia
County Council President Representative
Chief of Staff to Councilman Leventhal
100 Maryland Avenue
Rockville, MD 20850
Phone: 240-777-7972
Fax: 240-777-7989
Email: patty.vitale@montgomerycountymd.gov

Wells, Kendra (2014)
14318 Woodcrest Drive
Rockville, MD 20853
Phone: 301-871-7818 (h)
301-367-5266 (c)
Email: kendrawells@gmail.com

Ex Officio Member

Carol Walsh
Executive Director
Montgomery County Collaboration Council for Children, Youth and Families, Inc.
12320 Parklawn Drive
Rockville, MD 20852
Phone: 301-610-0147
Fax: 301-610-0148
Email: carol.walsh@collaborationcouncil.org

Montgomery County Collaboration Council for Children, Youth and Families, Inc.
Organizational Strategic Plan for Sustainability

FINANCE AND FUND DEVELOPMENT (FFD)

Visionary Goals	Strategies
<ul style="list-style-type: none">• Our FY 2017 budget is 15% higher than FY 2014.• 10% of our revenue sources come from private funding.• We maintain at least 2 months of cash on hand to ensure positive cash flow.	Strategy 1: Increase Board Use of Fiscal Information for Decision-making
	Strategy 2: Create and implement a Fund-raising Plan that uses various approaches to secure funding/resources from individuals, foundations, business and government (placeholder)
	Strategy 3: Adopt a <i>Board Philanthropy Policy</i> (time, talents, treasure)

COMMUNICATIONS (C)

Visionary Goals	Strategies
<ul style="list-style-type: none">• We have a defined brand.• Our stakeholders and funders support and advocate for us.• At least 2 of our signature programs are nationally recognized for their contributions to the field.	Strategy 1: Create and implement a strategic Communications Plan (placeholder)
	Strategy 2: Rebrand to create recognition (name, logo, tagline)
	Strategy 3: Use program results and transformational outcomes and data to tell our story

GOVERNMENT RELATIONS AND COMMUNITY PARTNERSHIPS (GR)

Visionary Goals	Strategies
<ul style="list-style-type: none">• The Collaboration Council is a resource to and influencer of the County Council, County Executive, Board of Education and county's General Assembly delegation.• The Collaboration Council has strong partnerships that insure positive outcomes for the diverse population of Montgomery County.	Strategy 1: Increase outreach to elected officials and candidates
	Strategy 2: Increase coalitions and reciprocity with other stakeholder groups, Boards and Commissions

MISSION: INITIATIVES & PROGRAMS (MIP)

Visionary Goals	Strategies
<ul style="list-style-type: none">We have increased our program capacity in areas of the highest need.All of our programs achieve or exceed indicators of quality and outcomes.	Strategy 1: Develop and implement processes (including key data points) to identify areas of highest need
	Strategy 2: Conduct outreach activities to “hear” the voices of the constituents we serve
	Strategy 3: Identify criterion for initiatives/programs of the Collaboration Council and the desired portfolio of initiatives/programs for the plan’s three years
	Strategy 4: Ensure that each initiative/program has quality and outcomes indicators that are collected and analyzed

BOARD GOVERNANCE (BG)

Visionary Goals	Strategies
<ul style="list-style-type: none">Our board’s governance structure (i.e., bylaws, policies, members, committees) increases the capacity of the organization.All of our Board Members are passionately engaged in the work of the Collaboration Council by using their skills, experience, time and resources to fundraise, promote and strengthen the organization	Strategy 1: Align Standing and Ad Hoc Committees with Board responsibilities and organization mission and vision.
	Strategy 2: Design Board meetings to increase Board member knowledge for decision-making.
	Strategy 3: Develop an Agency Dashboard

Attachment C. Projected FY15 Revenue vs. FY14 Actual

<u>Anticipated Revenue</u>	<u>Actual FY14</u>	<u>Projected FY15</u>	<u>Difference</u>	<u>Reason for Difference</u>
Governor's Office for Children				
LMB Operations	199,373	199,373	-	
Excel beyond the Bell	542,784	542,784	-	
Pathway to Services	240,000	240,000	-	
Youth Services Bureaus	105,544	105,544	-	
GOCCP				
DMC Reduction	78,000	58,500	(19,500)	GOCCP cut by 25%, given Federal cut
MD Dept of Juvenile Services				
Evening Report Ctr	318,065	318,065	-	
Noyes Psychiatric Services	192,000	192,000	-	
CINS	-	100,000	100,000	New state funding
MSDE				
21st CCLC-One Dream	28,000	-	(28,000)	Grant ended
Healthy Families	179,248	179,248	-	
Montgomery County				
Wraparound	798,456	814,425	15,969	Proposed 2% cola increase DHHS
Conservation Corps	515,000	525,300	10,300	Proposed 2% cola increase DHHS
infoMONTGOMERY	93,660	95,533	1,873	Proposed 2% cola increase DHHS
Operating	40,000	40,800	800	Proposed 2% cola increase DHHS
Excel beyond the Bell	125,000	95,000	(30,000)	FY14 Contract included \$30K for consultant; no COLA as in Rec Dept
ManyVoices	145,561	145,561	-	No cola as state funds
Wheaton MSPF	-	-	-	State funds--will know amount later this FY
Foundations				
Polinger - EBB	65,000	50,000	(15,000)	Reduction of VISTA match
Cafritz - EBB	25,000	30,000	5,000	
MacArthur FEJ	-	40,000	40,000	
United Way Grant - EBB	-	20,000	20,000	
TOTAL	3,690,691	3,792,133	101,442	
			3%	

Attachment D. Revenue by Initiative/Focus Area

	Excel Beyond the Bell	Equal Justice	infoM	Many Voices for Smart Choices	Children w Intensive Needs	Early Childhood	Management	TOTAL
<u>Anticipated Revenue</u>								
Governors Office for Children								-
LMB Operations							199,373	199,373
Excel beyond the Bell	542,784							542,784
Pathway to Services					240,000			240,000
Youth Services Bureaus		105,544						105,544
GOCCP								
DMC Reduction		58,500						58,500
DJS								
Evening Report Ctr		318,065						318,065
Noyes Psychiatric Services		192,000						192,000
CINS		100,000						100,000
MSDE								
Healthy Families						179,248		179,248
Montgomery County								
Wraparound					814,425			814,425
Conservation Corps		525,300						525,300
infoMONTGOMERY			95,533					95,533
Operating							40,800	40,800
Excel Beyond the Bell	95,000							95,000
ManyVoices				145,561				145,561
Wheaton MSPF				tbd				-
Foundations								
Polinger	50,000							50,000
Cafritz	30,000							30,000
MacArthur		40,000						40,000
United Way Grant	20,000							20,000
TOTAL	737,784	1,339,409	95,533	145,561	1,054,425	179,248	240,173	3,792,133

(=)

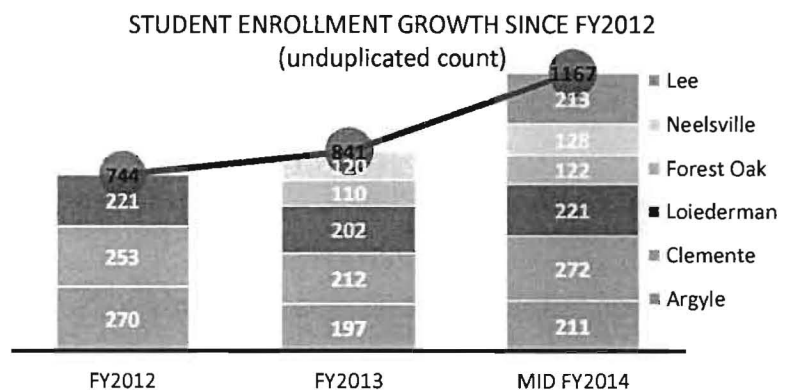


Montgomery County Collaboration Council Initiative and Program Highlights

Excel Beyond the Bell (EBB)

Out-of-school time programs that use positive youth development practices effectively promote social, emotional, intellectual and physical growth. Working closely with Montgomery County Public Schools (MCPS) and the Montgomery County Recreation Department (MCRD), we are building an exemplary out-of-school time (OST) system where all our children and youth will have safe, fun places to learn so they are successful in school and life.

- Convening of Partners:** Addressing four system-wide goals for communication and advocacy, professional development and quality standards, financing and resources, and information and accountability. Commitment to collaboration and shared decision-making among partners and stakeholders through the formation of the following structures: EBB Executive Committee, with representation from MCPS, MCRD and the Collaboration Council, EBB Coordinating Committee, including representation from all participating school administrators, and future plans for a site level operations committee at each EBB school
- Career Pathways for Youth Work Practitioners Committee:** Developing a youth workforce development system, including OST worker competencies; training aligning with competencies; high school internships; credit earning courses; and career tracks and compensation.
- Sustainability and Expansion Workgroup:** Creating a strategic plan that identifies the costs and other factors for the overall EBB system infrastructure and taking the program to scale, including a variety of community organizations and government agencies
- Serving Youth in Middle School OST Program:** The Collaboration Council, in partnership with the Recreation Department and MCPS, coordinates enrollment, activities, and schedules, professional development opportunities for program staff, program data collection and evaluation, bus transportation and after school supper.
- Average Daily Attendance Rate** remains consistent at an average of 77% over the last 3 years. But as our enrollment numbers have grown, there are now over 300 unduplicated participants who attend on any given day; up from an average of 160 in FY12 and 188 in FY13.
- Professional Development Opportunities** open to all county youth development practitioners, including Advancing Youth Development, Youth Program Quality Improvement Methods trainings, and workshops offered through community partners on topics such as bullying prevention, autism, behavior management, child abuse and mental health. 59 distinct organizations participated in at least one Excel Beyond the Bell training with the majority of participants attending multiple trainings.



Equal Justice for All Youth

Disproportionate Minority Contact Reduction Committee

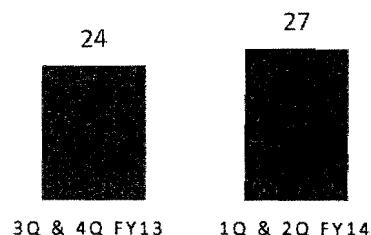
The Montgomery County Disproportionate Minority Contact Reduction Committee is a group of traditional and non-traditional juvenile justice system stakeholders convened by the Collaboration Council. This group includes, but is not limited to, MCPD, DHHS, MCPS, State's Attorney's Office, Office of Public Defender, Juvenile Court Judges, Maryland Department of Juvenile Services, the Mental Health Association and YMCA Youth and Family Services. The work of this committee is to address and find ways to reduce overrepresentation and disparate treatment that diminish the long-term positive outcomes for youth of color who have come into contact with the juvenile justice system. Focusing on the nine points within the juvenile justice system, the group addresses working opportunities to reduce these disproportionalities through a mix of policy and practice review, as well as advocacy for programming when needed. Effective collaboration has led to the opening of the Evening Reporting Center, as well as historic lows in the numbers of detained youth at Noyes Detention center.

Evening Reporting Center

The Evening Reporting Center (ERC) is an alternative to detention that provides services to youth ages 14 to 17 years who are under the supervision of the Department of Juvenile Services. The ERC is a structured and supervised learning environment that focuses on education, school connectivity, positive and pro-social skill building as well as treatment. Youth receive personal attention to manage behaviors and learn life skills. It is intended to ensure that the youth comply with the directions of the court until their adjudication, as well as prevent further involvement with the juvenile justice system and/or out of home placement. Examples of services provided:

- Academic and School Support
- Life and Social Skills-Building
- Recreation
- Career and Work Exploration
- Mental and Health Behavioral Intervention
- Family Engagement

51 YOUTH SERVED AT THE
EVENING REPORTING CENTER



Conservation Corps

Delivered by the Maryland Multicultural Youth Center, the Montgomery County Conservation Corps (MCCC) uses a comprehensive approach to working with disconnected youth 17-24 years of age. The youth are provided opportunities to attain their GED and gain hands-on experience while completing projects in the field that are designed around conservation principles.

The MCCC provides services in four areas: Academic Enrichment, Job Skills/Readiness, Family Support and At-Risk Behavior reduction. Corps members attend GED classes three days per week and perform work in the County and State parks two days per week. MCCC has partnered with more than 20 parks and organizations to implement conservation work experience and delivered 780 hours of group based, conservation work (planting trees, constructing trails, park maintenance, etc.)

Following are examples of youth-related outcomes:

- Served 39 non duplicated youth since beginning the program Spring 2013

- 7 of 11 youth registered for the GED have attained the GED/High School diploma(others have not taken as of yet)
- 14 have obtained a job, internship, or are enrolled in continuing education program
- 55% of those on probation have completed obligation and 36 members have had no further involvement in criminal activity
- 75% of Corps members are able to demonstrate increased knowledge regarding acceptable behavior in the workplace. Crew Chiefs report that, of the remaining MCCC members, 100% have shown progress regarding acceptable behavior on the job sites.
- 95% of Corps members are able to identify their post Conservation Corps plans and have taken steps to fulfill those plans within six months of ending their enrollment in the Corps. As a part of exit surveys and meetings, all remaining members were able to articulate post Corps plans.

Many Voices for Smart Choices—Montgomery County's Alliance to Prevent Youth Substance Abuse

The Alliance works to increase youth, parent and community awareness regarding the dangers of youth abuse of alcohol and other drugs, change social and community norms to reduce access and usage, and to build the capacity of youth-serving programs to better deliver services and messages that lead to reduction of abuse. The Alliance includes representation from key public and private agencies, community advocates and parents. Activities have included:

- Partnering with MCPS, DHHS and MCPD to deliver an October parent forum on alcohol and other drugs
- Working with MCPS Parent Academy to deliver regular workshops on substance abuse prevention
- Establishing the www.manyvoicessmartchoices.org website.
- Delivered two multi-week sessions of Strengthening Families Program (national evidence-based program) to parents and their elementary school children to increase effective communication and other parenting skills which help prevent substance abuse
- Creating a Wheaton coalition that will implement strategies to reduce underage drinking. Prescribed research using the Maryland Strategic Planning Framework (MSFP) is currently occurring in the Wheaton community to determine specific strategies which will inform the grant funding. Wheaton was selected not for any high underage alcohol use compared to the remainder of the county, but because of the local resources and diversity.

Access to Services – Children with Intensive Needs

Pathway to Services

A bi-lingual staff person responds to callers seeking assistance in finding services for children with behavioral or emotional health needs. Callers include parents or other relatives and child-serving professionals. Families and other providers involved in the life of a child are given information and referrals to local resources to help the child successfully remain in their home, school and community.

- 421 calls to Pathways office in FY2013 (208 calls at mid-year FY2014)
- 311 calls were given referrals to community resources in FY13 (159 at mid-year FY14)

Local Care Team (LCT)

Convened by the Collaboration Council, this interagency team of public child-serving agencies, along with a family representative, meets weekly to solve problems and break down barriers so that referred families having children with intensive

cross-agency needs can obtain services to keep the family intact and increase both adult and child/youth functioning. LCT members are from Child Welfare Services and the Core Service Agency in DHHS; MCPS; MD Department of Juvenile Services; and MD Developmental Disabilities Administration. The LCT is the conduit to local County-funded wraparound service. In the first 6 months of FY14, 49 families have been served.



The LCT coordinator also participates in the Kennedy Cluster Project Multi-A team.

Wraparound Service for Children with Intensive Needs

Through a contract with a private agency, a Child and Family Team with a Care Coordinator creates and implements a Plan of Care that wraps a family in needed services to respond to intensive and complex needs. There were 42 youth served in wraparound during FY2013.

InfoMONTGOMERY

- As Montgomery County's on-line human services database, *infoMONTGOMERY* families and child-serving professionals access to information on resources. Currently, there are 425 organizations delivering 1,075 programs in the database.
- *infoMONTGOMERY* is increasingly a partner with initiatives seeking comprehensive inventories of services, including
 - Food Council
 - Montgomery Moving Forward
 - Healthy Montgomery Behavioral Health
 - MCPS Community Engagement

Early Childhood

- Continue to fund Healthy Families (HF) Home Visiting operated by Family Services, Inc., with funding via the Maryland State Department of Education
- Board member participates on the Early Childhood Advisory Committee and the HF Advisory Committee
- Supporting the May 15 symposium: Nurturing Young Minds and Bodies: The Impact of Nutrition on Learning and Development
- Providing funding to support DHHS Early Childhood Services in updating the 2000 Comprehensive Early Childhood Strategic Plan