

HHS/ED COMM #1
May 8, 2014
Worksession

MEMORANDUM

May 7, 2014

TO: Health and Human Services Committee
Education Committee

FROM: Vivian Yao, Legislative Analyst *VY*

SUBJECT: **Worksession: FY15 Operating Budget
Review of Item Assigned Jointly to the Health and Human
Services and Education Committees: Kennedy
Cluster Project**

The Health and Human Services Committee and the Education Committee will continue its review of the FY15 Operating Budget issues that involve the Department of Health and Human Services and Montgomery County Public Schools.

Those expected to participate in the worksession include:

Department of Health and Human Services
Uma Ahluwalia, Director
Stuart Venzke, Chief Operating Officer
Patricia Stromberg, HHS Budget Team Leader
JoAnn Barnes, Acting Chief, Children, Youth,
and Family Services

Department of Recreation
Gabriel Albornoz, Director

Office of Management and Budget
Pofen Salem

Montgomery County Public Schools
Timothy Warner, Chief Engagement
Officer
Don Kress, Kennedy Cluster Project
Coordinator
Thomas P. Klausung, Management, Budget and
Planning Director

JOINT COMMITTEE DISCUSSION

The HHS and Education Committees held worksessions on April 23 and May 2 to review budget items related to the Department of Health and Human Services (DHHS) and Montgomery County Public Schools (MCPS) including the Kennedy Cluster Project. The Joint Committee recommended approval of the Executive proposed budget adjustments for expansion of services in the Kennedy Cluster including the following:

- **\$104,156** to provide **early childhood services** including Prekindergarten curriculum training and technical assistance, a Race to the Top Breakthrough Center, parent

engagement services through Learning Parties, expansion of mental health services, and expansion of health consultation services.

- **\$67,582** to increase **Kennedy Cluster Project staffing** including a full-time Office Services Coordinator, a .5 FTE Mental Health Coordinator, a .13 contractual FTE for a Collaboration Council Representative, and \$6,000 in client assistance funding. Half-year funding is provided.

The Joint Committee also recommended placing **three increments of \$32,000 each** on the reconciliation list to add funding for the Capital Area Food Banks Family Markets program at three Kennedy Cluster schools to be determined by need criteria.

The Planning, Housing and Economic Development (PHED) Committee also recommended approval of the following items proposed by the Executive for the Department of Recreation and originally tied to expansion of a comprehensive services model targeted at addressing the achievement gap for African American and Hispanic students in the Watkins Mill Cluster. However, the PHED Committee recommended approval of funding for the programs on their own merit instead of connecting the program to expansion of a comprehensive services model.

- **\$112,299** to add a **Sports Academy at Watkins Mill High School**. The PHED Committee also recommended adding **\$112,299** to the Reconciliation List to allow programming to begin at the start of the school year.
- **\$217,959** to add an **Excel Beyond the Bell after school program at Montgomery Village Middle School**. The PHED Committee also recommended adding \$137,352 to provide full programming to two existing Excel Beyond the Bell program sites at Forest Oak and Neelsville Middle Schools. The Committee prioritized expansion of programming at the two existing sites before expansion to the new Montgomery Village site.

Likewise, the Joint Committee recommended approval of **\$122,377** to provide a **Linkages to Learning Program at South Lake Elementary School** because expansion of the program was warranted independent of the recommendation to expand the Kennedy Cluster Project model. The funding provided would allow start up of the program in January 2015.

The Joint Committee did not recommend expanding the comprehensive services approach to the Watkins Mill Cluster at this time, and thus **did not recommend \$45,929** to provide a **Care Coordinator for the Watkins Mill Cluster** as proposed by the Executive. Councilmember Andrews expressed concern about the lack of data on the impact of services on project participants and did not support expanding services before such information became available. Council President Rice and Councilmember Navarro expressed the need to develop a robust model of comprehensive services in the Kennedy Cluster before expanding the model to other clusters. Council President Rice and HHS Committee Chair Leventhal emphasized the need to collect outcomes information on the impact of services, but would not predicate the decision to fund services that help people on the availability of data that shows the positive impact of those services. Councilmember Branson agreed with the need to evaluate the program, but felt that efforts to measure program impact would not be meaningful until all program components are in place.

COMPREHENSIVE IMPLEMENTATION PLAN

Committee members requested additional information about the Kennedy Cluster Project before finalizing recommendations related to the initiative, including a description of what full implementation of the Kennedy Cluster project would entail. Because that information was not finalized at the time of the May 2 meeting, the Committees scheduled a follow up meeting. The table at ©1-2 provides an updated comprehensive implementation plan for the Kennedy Cluster. The table at ©3-6 is the original implementation plan recommended by the Kennedy Cluster Project Leadership Group in 2008.

Council staff has the following observations regarding the comprehensive implementation plan:

- The updated table suggests the need for a full-time income support specialist for both the Kennedy and Watkins Mill Cluster. If the Joint Committee is interested in adding funding to the Reconciliation List to expansion services in the Kennedy Cluster, it should seek clarification on: (1) what the position will be doing, where, and for how long; (2) whether the recommended funding can be divided to reflect the staffing that would be required for services in the Kennedy Cluster alone; and (3) whether the Department will be able to fill the position in a timely way given challenges in bringing on vacant Income Support staff in FY14. Council staff does not recommend dedicating additional positions to the Kennedy Cluster project unless the Office of Eligibility and Support Services is fully staffed. If additional staff are targeted for the Kennedy Cluster Project, the Committee should monitor usage and services provided by the position.
- The table does not include existing funding for Excel Beyond the Bell programs currently delivered by the Recreation Department.
- It appears that all schools in the Kennedy Cluster are included in the Kennedy Cluster Project. In 2008, five project schools were identified: Kennedy High School, Argyle Middle School, and Bel Pre, Georgian Forest and Strathmore Elementary Schools and expansion services were focused on these sites.
- The comprehensive implementation plan includes different programming than that identified in 2008.
 - **The current plan does not include any of the previous recommendations assigned to MCPS, nor does it include any new recommendations for MCPS.** The prior plan described improvements related to MCPS Professional Learning Communities Institute; evaluation of alternative staffing strategies; provide a Parent Outreach Coordinator at each targeted school; and providing refurbished computers to qualifying families.
 - The 2008 plan did not include expansion of the Sports Academy program.
 - The 2008 plan included items not included in the current plan like increasing universal preschool opportunities for all 3 and 4 year olds.

Additional information provided to the Joint Committee for the April 23 and May 2 meetings is attached at ©7-18 for the Joint Committee's reference.

Department of Health and Human Services		Kennedy Cluster			Watkins Mill Cluster		
Multi A Costs	Description	FY15 CE Recommended Budget (half year cost)	Approved by the HHS/ED Joint Committee	Additional Cost for the Full Implementation (full year cost)	FY 15 CE Recommended (half year cost)	Approved by the HHS/ED Joint Committee	Additional for the full Implementation (full year cost)
Office Services Coordinator - OSC/16 (1 FTE)	1 FTE serves two clusters	32,195	32,195	32,195			
Care Coordinators - PMII/25 (1 FTE)	2 (1.0 FTE) CARE COORDINATOR, one FOR EACH CLUSTER -One position is already included in the FY14 budget.	91,723	91,723		45,929	-	45,929
Income Support/Spec Needs IAPSIII (1 FTE)	1 (1 FTE) serves two clusters			88,166			
Mental Health Person PMI/23 (.50 FTE)	1 (.50FTE) serves two clusters	23,722	23,722	23,722			
CC Representative (.13 FTE)	.13 FTE (contractual) serves two clusters	5,565	5,565	5,565			
Client Assistance	per cluster(rent assist, food, etc.)	6,000	6,000				6,000
Subtotal		\$ 159,205	\$ 159,205	\$ 149,648	\$ 45,929	\$ -	\$ 51,929
Early Childhood							
PreK Curriculum Project	training for child care programs	43,146	43,146	43,146			86,292
Race to the Top Breakthrough	mentoring and training for family child care	32,210	32,210	32,210			64,420
Learning Parties	parent engagement activities around readiness	6,750	6,750	6,750			13,500
Expansion of Mental Health	early child hood mental health services	15,750	15,750	15,750			31,500
Expansion of Health Consultation	health consultation with a nurse.	6,300	6,300	6,300			12,600
Subtotal		\$ 104,156	\$ 104,156	\$ 104,156	\$ -	\$ -	\$ 208,312
Linkages To Learning							
Program Manager - PM I (2 FTE) per 3 LTL schools	This position is needed if the Bel Pre/Strathmore and Glenallen LTL sites are opened.			76,758			76,758
Georgian Forest ES (Kennedy Cluster)	existing Linkages program	236,320	236,320				
Kemp Mill ES (Kennedy Cluster)	existing Linkages program	236,320	236,320				
Arcola ES (Kennedy Cluster)	existing Linkages program	236,320	236,320				
Bel Pre/Strathmore ES (Kennedy Cluster)	Staffing includes a case manager, mental health and site coordination and a community service aide. (This LTL program will be operating at 2 school sites and will require on addition contractual staff position - Community service aide.)			327,764			
Glenallen ES (Kennedy Cluster)	Staffing includes case manager, mental health and site coord.			259,342			
Daly ES (Watkins Mill)	Staffing includes case manager, mental health and site coord.						259,342
Southlake ES (Watkins Mill)	Staffing includes case manager, mental health and site coord.				122,377	-	122,377
Stedwick ES (Watkins Mill)	Staffing includes case manager, mental health and site coord.						259,342
Watkins Mill ES (Watkins Mill)	Staffing includes case manager, mental health and site coord.						259,342
Whetstone ES (Watkins Mill)	Staffing includes case manager, mental health and site coord.						259,342
Subtotal		\$ 708,960	\$ 708,960	\$ 663,864	\$ 122,377	\$ -	\$ 1,236,503
Total HHS funding		\$ 972,321	\$ 972,321	\$ 917,668	\$ 168,306	\$ -	\$ 1,496,744

Note: 1) To fully implement the Kennedy Cluster model would require includes 2 additional LTL sites at Bel Pre/ Strathmore and Glenallen Elementary Schools, and a Program Manager i position to provide administrative oversight for the Linkages sites in the cluster. 2) Some administrative costs will be absorbed by Police, Recreation, and State Attorney's Office in FY15 to support the expansion to the Watkins Mill Cluster. 3) Amounts shown in italics are in the DHHS base budget and are not recommended for expansion funding in FY15.

Kennedy Cluster

Watkins Mill Cluster



Recreation		FY15 CE Recommended Budget	Approved by the PHED Committee	Additional Cost for the Full Implementation	FY 15 CE Recommended	Approved by the PHED Committee	Additional for the full Implementation (full year cost)
Excel Beyond the Bell							
Argyle MS	Open						
Col. E. Brooke Lee MS	Open					\$ 68,676	
Neelsville MS	Open				\$ 217,959	\$ 217,959	
Montgomery Village MS (full year)					\$ 217,959	\$ 286,635	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sports Academy							
Sports Academy at Watkins Mill				224,598	\$ 112,299	\$ 224,598	-
		\$ -	\$ -	\$ 224,598	\$ 112,299	\$ 224,598	\$ -
Total Department of Recreation		\$ -	\$ -	\$ 224,598	\$ 330,258	\$ 511,233	\$ -
Positions/Assistance under MCPS Budget							
MCPS							
Resource Coordinator 2 (.4 FTE)				60,552		60,552	
Evaluation Specialist - 12 mo. (.50 FTE)				45,675		45,675	
Client Assistance				12,000		12,000	
Total FY2015		\$	118,227.00	\$	118,227.00		

Implementation Plan for Kennedy Cluster Project 11-21-08

Goal: Reduce the academic disparity in the Kennedy cluster of schools between African American and other students.				
Objectives/Activities	Cost Estimate	Timeline	Dept./Agency Responsible	Expected Results
Obj. 1: There will be an increase in the use of equitable practices.				
a. Develop cultural competency for employees and non-profits.	\$tbd	9/08-continue	HHS/OCP/REC	Cultural training for employees and non-profits who work in the Kennedy Cluster.
b. Include Project secondary schools in the MCPS Professional Learning Communities Institute	\$0 (PLCI is already included in the MCPS Operating Budget)	July 2009	MCPS Office of Organizational Development	Argyle MS will be included in the next middle school cohort of the MCPS Professional Learning Communities Institute. Kennedy HS should be included in the first cohort if/when a high school PLCI curriculum is developed.
c. Evaluate alternative staffing Strategies.	\$0	2/2/09 4/1/09	MCPS Offices of School Performance & Human Resources	The responsible offices, principals of the Project schools, and MCEA will agree to staffing policies, procedures, and incentives that will enhance the quality of staff in the Project schools.
Obj. 2: There will be improved student health & well-being.				
a. Expand Linkages to Learning to all project middle and elementary schools #1	FY'10 (startup year) - \$1,122,591; Year 2: \$1,358,956 (see attached estimate)	Full implementation of all sites within 6 months of funding becoming available (i.e. - 7/1/09-1/1/10).	HHS, MCPS & Partner Agency (vendor)	Non-academic barriers to learning will be addressed for identified students via delivery of prevention, case management, and/or mental health services that seek to improve social/emotional well-being, school functioning, and family self-sufficiency. Serves all children/families in Elem and Middle schools.
b. Schedule fall vision and hearing screenings. 775 students will be screened	\$0	8/19/08-12/31/08	HHS-School Health	Students will be referred as needed to specialist and will be seated in front of class. Serves all children/families in Elem, Middle, and High School schools.
c. Assess Need for Immunization Clinics in Schools.	\$0 Vaccines are free	8/26/2008 - 9/19/08	HHS-School Health	Students who need vac's will have access/all students will be in compliance Serves all children/families in Elem, Middle, and High School schools.
d. Expand Summer Meals Program	\$115,000	Summer	MCPS Food	Summer Open Lunch

	(annually)	2009	Service & Transportation	Programs would operate at Kennedy HS, Argyle MS, Georgian Forest, Bel Pre and Strathmore ESS, with MCPS circulator busses serving each site.
Obj. 3: There will be more parent engagement.				
a. Provide a Parent Outreach Coordinator at each targeted school (.5 FTE)	\$303,811 (annually) salaries and benefits for five 0.5 FTE 12-month positions	FY 10	MCPS Office of School Performance & Dept. of Family & Community Partnerships	Improved communication between parents and their child's school Increased parent involvement at each school On-going parent education opportunities at each school Improved student attendance Reduction in student suspensions Increased student achievement Parents will report an increased awareness of how to access county services
Obj. 4: There will be more students ready to learn.				
a. Increase universal pre-school opportunities for all 3- and 4-year olds	516,522	FY09	HHS/ESC/MCPS	All children ready to learn school as defined by the Maryland State Department of Education (MSDE) Children Ready to Learn data.
#2				
Obj. 5: There will be sustained collaboration among partners in providing information and communication that work with Kennedy Cluster students.				
a. Conduct resource fairs.	\$800 (printing, water, light refreshments, giveaways for children/families) \$43,800 (\$20,000 for printing, equipment rental, food, logistics, promotional needs; \$23,800 for overtime pay for staff to process extra applications resulting from Resource/Benefits Fair)	Nov 2009 Sept/Oct 2010	HHS will lead and solicit participation from other relevant private or government reps. HHS will lead but will also solicit participation and resources from other relevant private and community service providers.	<ul style="list-style-type: none"> 150 participants attending the fair At least 20% of the people attending the fair will receive applications to HHS programs. 20% of benefits applications are to be returned to HHS within 60 days of completion of fair At least 15 programs will bring information to the fair. At least 50 % of the attendees will complete a Survey to help understand usefulness of information, and to inform the Benefits Enrollment Fair planned for Fall of 2009. <p># of people reached at Fair with information on services and programs;</p>

				# of people referred to services and programs; # of applications completed and submitted at Fair; # of applications approved for services # exhibitors and programs participating
b. Co-locate Gilchrist and Rocking Horse Centers.	TBD	7/09		
c. Develop inter-Agency MOU for information sharing.	\$0	5/08-10/08	HHS/MCPS	Gov't will be able to provide more effective and efficient services through info sharing.
d. Continue operation group meetings.	\$0	10/08-10-10	HHS	Shared project accountability/shared problem solving among agencies
Obj. 6: There will be a rich out-of-school environment for students.				
a. Fully operationalize Excel Beyond the Bell (EBB) #3 ES Coordination and partner building: 300 youth Estimated number of new "slots" to serve children and youth: At least 100-125 (based on \$2000-2500/youth for \$250,000 requested) Estimated number of out-of-school time providers who participate in professional development activities & accountability (program performance data collection): at least 20 Estimated number of youth impacted by these providers: At least 600 (average of 30 youth/provider)	**345,330	FY 2009 and FY 2010	Collaboration Council as the intermediary with a Partnership Group that includes Recreation; DHHS; CUPF; and several other public & private agency representation	Increased number of youth participating in quality programs; 2. Increase in the variety of quality programs and opportunities; 3. Better allocation of public and private resources to fit comm. needs and youth preferences; 4. Increased funding and sustainability of programs and system infrastructure--- All resulting in positive youth development, including physical, social/emotional and academic/intellectual growth.
b. Provide Refurbished Computers.	\$20,000 2,000 computers @ \$10 each.	1/09	MCPS Division of Technology	The availability of technology within the Project area will be increased through the distribution of refurbished MCPS computers to qualifying families.
c. Heighten Focus on the County's Positive Youth Development Initiative through the existing Kennedy Cluster Community Based Collaborative (Community Outreach and Education)	\$15,000	FY'10	Regional Youth Service Center, MCPD, MCPS, HHS, Rec, Collaboration Council, MCPL	Increased participation from representatives from the public, private, and non-profit sectors (3 in each area per meeting) Increase youth participation (by 10 students per meeting) Increased knowledge of community resources and assets (participants to receive no less than two additional available opportunities) We average about 60 (at least 20 of those at students) people

				per meeting – 4 meetings per year -- 240 people per year
d. Create Summer Youth Employment Program.	\$80,000	FY'10	Rec/DED/OHR	# of youth placed in jobs Skills learned # of job opportunities # of job fairs career knowledge Serve 100 kids
e. Evaluate use of programmed after-school space.	\$60,000	FY'10	Rec/CUPF	# of programs # of youth served
f. Expand activity bus services	\$28,649 After-School Activities Coordinator: \$8,049 (using the same stipend as the current middle school Athletic Coordinator: \$2,683) – Excel Beyond the Bell already provides such a position for Argyle M.S. Activity Busses: \$20,600 (\$75 per activity bus per day; providing service 3 days per week for 32 weeks	ASAP	MCPS Department of Transportation	Provide 1 activity bus to each elementary school and 2 to the middle school for 3 days per week for an additional 4 weeks.
Obj. 7: There will be a decrease in the involuntary housing-related factors that lead to student mobility.				
a. . As a component of the Housing First Initiative, collaborate with landlords, property managers and property management firms to engage them in activities that will help them effectively intervene with tenants who are in danger of being evicted.	\$0	FY 09	HHS/SNH	compiling the number of evictions in the Kennedy Cluster area the numbers of meetings held and the feedback received from landlords
b. Collaborate with HHS Homeless Services to provide housing support for families #3 30 to 35 families at a time	\$101,757	FY 09	HHS/SNH	# of grants issued # of cases managed

Total \$2,989,645
 Evaluation of project 150,000
TOTAL \$3,139,645.00

**EBtB does not include transportation costs or leased space
 *LTL- includes full 5 day sites at each school with infrastructure

- How are the proposed two new High School Wellness Centers accounted for in the FY14 budget? Under which programs does funding for the programs fall?
The funding for the High School Wellness Centers is located in Public Health – School Health Services program and in CYF under the Positive Youth Development program. Please provide amounts and FTEs associated with the programs for each program area. See the chart above.
If funding for the centers is included in Multi-program adjustments, please break out the totals for the other non-wellness center-related multi-program adjustments and FTEs.
N/A
- Are there any annualization costs recommended for FY15 for the new wellness centers at Gaithersburg and Watkins Mill High Schools? No, the funding for the services at the Wellness Centers is fully funded the first year.

Kennedy Cluster

- What is the recommended FY14 funding for the project in the County Government and in MCPS?
\$89,536.00 for the care coordinator position.
\$25,000 for MCPS Project Manager (Don Kress)
- What are the plans for the project in FY15?
The recommended plan for June 1, 2014-December 31, 2014 is to continue the Kennedy Cluster Project as it presently operates now, with a Multi-Agency Team that meets twice a month and works with referrals from counselors and families from Glen Allan, Bel Pre and Strathmore Elementary Schools, Lee and Argyle Middle Schools and Kennedy High School.

The current Multi-Agency Team is a team made up of employees from Departments of Health and Human Services (HHS), Police and Recreation (Rec), States Attorney's Office (SAO), and that "borrows" employees from other duties within many different departments and agencies for two days a month to provide wrap around services for students and their families with the goal of eliminating the Achievement Gap for those children. By providing services such as food, housing and clothing, the student hopefully will be able to succeed and at worst, not decline in his academic standing.

Beginning in January 2015, the CE is recommending funding for a dedicated Multi-Agency Team that will function in both Kennedy and Watkins Mill Clusters, Excel beyond the Bell and the Police Explorer Program for Montgomery Village Middle School, Linkages to Learning in South Lake Elementary School (Watkins Mill), and the Sports Academy in Watkins Mill High School. Early Childhood services will operate in the Kennedy cluster only, not in the Watkins Mills cluster at the start of this expansion.

- Please identify in which agencies and departments funding for the project is recommended.
The Department of Health and Human Services the Department of Recreation and Montgomery County Public Schools have recommended funding for this project.
- What components will be expanded, and what clusters or schools will expansion take place in FY15?
The Multi-Agency Team will have dedicated employees instead of operating as it currently does. The team is still headed by representatives from County Government and MCPS (Fran Brenneman and Don Kress). It presently has a Care Coordinator for Kennedy and as it expands to Watkins Mill, a second Care Coordinator is ins included int the CE Recommended budget. The rest of the expanded multi-agency team includes funding requests for:

Multi-Agency Team- Kennedy/Watkins Mill

HHS

1FT Care Coordinator PMII/25
.5 Behavioral Health Person PM1/23
1.0 Office Service Coordinator OSC/16
\$6,000 for Client Assistance

Collaboration Council

.13 contractual FTE Representative to help with resource identification and help with very high risk families

Recreation

2 25FTE geographically based persons- cost will be absorbed by department

MCPS

Evaluation Specialist .5FTE
\$6,000K client assistance

States Attorney's Office

.5 FTE Attorney cost will be absorbed by agency

Police

School Resource Officer costs will be absorbed by department

Expansion

(HHS) Linkages to Learning will be added to South Lakes Elementary School
(HHS) Early Childhood Team will be added initially to the Kennedy Cluster only
(REC) Excel Beyond the Bell will be added to Montgomery Village
(MCPS) .4 FTE Coordinator will coordinate Excel Beyond the Bell)
(Police) Explorer will be added to Montgomery Village Middle (cost absorbed by Police)
(REC) Sports Academy will be added to Watkins Mill High School
(MCPS) .4 FTE Coordinator will coordinate the Sports Academy)

Expansion to the following Watkins Mill Cluster Schools

Watkins Mill, Daly, South Lake, Whetstone and Stedwick Elementary Schools, Neelsville and Montgomery Village Middle Schools, Watkins Mill High School

The entire Kennedy Cluster Project Initiative is a cluster model with a vertical articulation and therefore encompasses all schools in that cluster.

- Please explain the rationale for expanding services and the reasoning for selecting the specific service expansion sites.

The services that are offered within the Kennedy Cluster Project are another tool in to assist in closing the Achievement Gap. Montgomery County Public Schools spend much time in the classrooms working with students and their families. But the school system cannot tackle the other hours when children are home with their families. Many of these children's families who come before the Multi-Agency Team come from parent(s) who are homeless, do not provide adequate food, have no health care, and have no clothes or furniture.

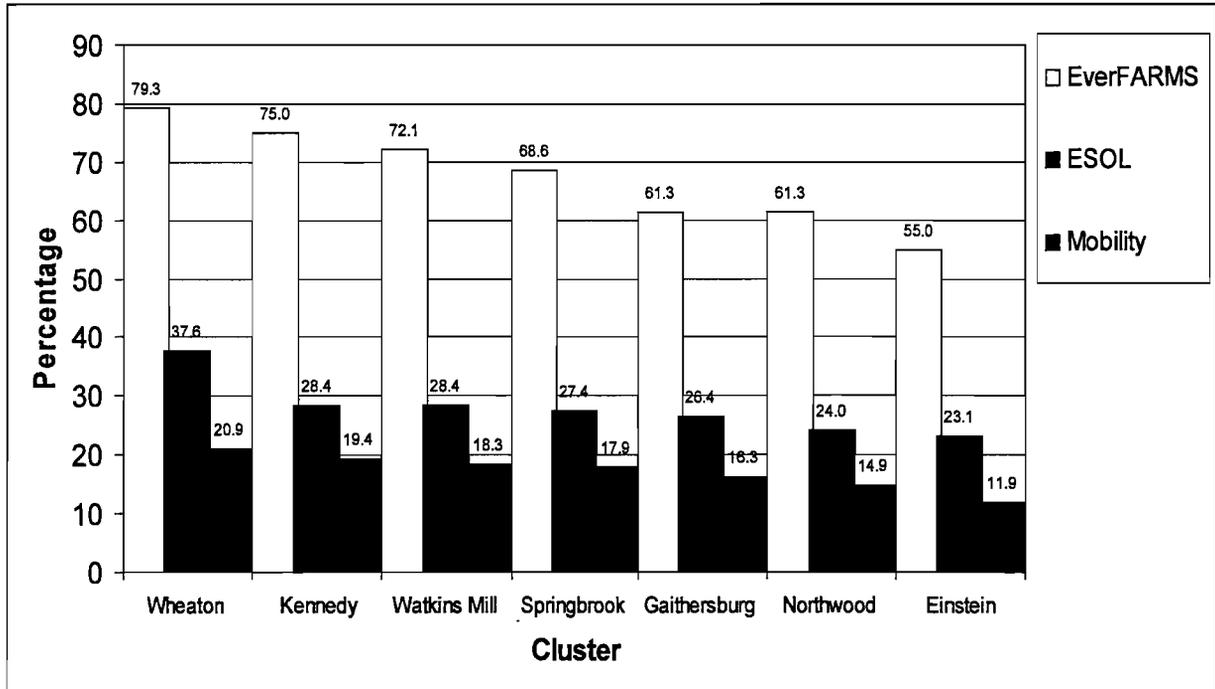
When the Kennedy Cluster Project (KCP) Leadership group first put this project together, it was to study what would make the biggest impact to these families and eliminate the social deterrents that these families experience. Included in that early recommendation were Linkages to Learning and early childhood in every elementary school, after school programs, and a multi-department and agency team guided memorandum of understanding. When the Multi-agency team began, the actual model was limited by budget constraints, but was guided by the governing structure with its operational and leadership teams.

Though hard outcome data was not available, anecdotal support was provided by family members, staff of the school and other agencies. All said that the services provided and the team itself was making a difference in the lives of families. School counselors were able to guide students in their studies, while the Team took on the difficult students with families in crisis.

During the summer of 2013, the Leadership Team comprised by County Executive Ike Leggett, Superintendent Josh Starr, Council Members Navarro and Ervin, and School Board President Chris Barkley directed the operation team, made up of Department Directors, Uma Ahluwalia, Gabe Albornoz, States Attorney's representative George Simms, Police representative Assistant Chief Darryl McSwain, Team Members Don Kress and Fran Brenneman, and MCPS Staff members, to explore other options for closing the achievement gap, to explore expanding the existing project, and if the project were expanded, where would that expansion take place.

The approach identified in this FY15 budget, similar to the one recommended in 2008 was brought back to the Leadership Team in early Fall of 2013 with the recommendation to go to Watkins Mill. The County Executive directed the team to go back and look at similar Clusters and to reduce costs. Clusters with similar Ever FARMS, ESOL and Mobility were reviewed. Watkins Mill was identified as the one cluster that was most similar to Kennedy. The Leadership Group concurred with our total proposal.

- Is there a template or plan for bringing the project to scale in the targeted clusters and County-wide? If so, please provide.



- What is the current staffing of the Project, and how is staff recommended to change in FY15? Please provide job descriptions for all FTEs that are proposed for the Project in FY15. Please describe what the additional \$111,565 and 2.5 FTEs recommended for FY15 will be used for.
See attached spreadsheet

- Why is expansion of Linkages to Learning program at South Lake Elementary School linked to expansion of the Kennedy Cluster Project?
The Kennedy Cluster Leadership team (see team members earlier) recommended the expansion to Watkins Mill Cluster. The entire Kennedy Cluster Project Initiative is a cluster model with a vertical articulation and therefore encompasses all schools in that cluster. Once the decision was made to expand to Watkins Mill Cluster, all schools in the cluster would be able to take advantage of the services requested. As part of this plan, the expansion means that all elementary schools in Kennedy and Watkins Mill Clusters will, as resources are available, have a LTL program. Until that time, the Cluster Project will accommodate all schools. Once the LTL programs are in all the elementary schools, the project will only handle referrals for the high schools and middle schools. The County evaluates the program plan annually, balancing program outcomes, client needs, and competing budget priorities in determining future expansion plans.

Was the Linkages Advisory Committee's recommendation to expand services to South Lake made in conjunction with the Kennedy Cluster Project?

The guidance from the Advisory Committee is very much appreciated and is indeed very valuable. No, the Linkages Advisory Committee did not recommend the Kennedy Cluster expansion. This decision was made after considering all options and coordination with other initiatives. South Lake was chosen to receive Linkages in the Watkins Mill cluster because its EverFARM numbers are the highest in that Cluster.

Has the Executive determined that there is space to provide Linkages services at South Lake ES in FY15?

Linkages placement in a school is guided for the most part, by EverFARMS numbers—it is not determined by space availability. There are exceptions to this guideline in extenuating circumstances. In this case, South Lake is now looking into capacity.

- Please provide an update on the Kennedy Cluster project. What were key accomplishment/activities of the initiative in FY13 and FY14 to date? How many youth and families were served during that period?

FY 13 Updates

- Multi-Agency team convened 17 times to provide support and planning for 68 children and their families.
- The key issues that the group focused on included:
 - Housing continues to be a major need: 24 out of 68 students were at risk for becoming homeless.
 - Mental Health needs have also been significant: 24 out of 68 students were also referred to mental health services outside of the school system.
- Argyle Middle School hosted toy drive for families, resulting in 55 families being assisted.
- Department of Recreation provided 23 Summer Fun Camp Scholarships
- DHHS in partnership with Montgomery County Public Schools and the Department of Recreation provided financial assistance to 22 students in the Kennedy Cluster Project to attend summer camps.
- The Excel Beyond the Bell program in Argyle Middle school offered a variety of activities, hot supper, and bus transportation four days a week for 30 weeks from the end of the school day until 5:15 p.m. Programs were offered by community providers, recreation staff and teachers, including chess, drama, web design, cultural cooking, remote-controlled car building, dance, outdoor adventures, and more.
- In the spring 2012, the Kennedy Cluster Project conducted a survey to gather feedback from school personnel in an effort to improve the Project. Out of 22 school personnel who were asked to participate, 15 completed a survey. This particular survey consisted of 10 questions which focused on both strengths and weaknesses of the project.

Results indicated that:

- Most counselors liked best, “having a team with representatives from different agencies and having the individual care coordination available to parents to try

and meet their needs and link them to agencies and to attend school meetings was extremely useful.”

- Most said that to improve the project they wanted more time for families to spend with the Care Coordinator and for individualized services for families.
- When asked, “What type of services do you think will assist students to improve academically?” The most common responses were mentoring, mental health services and tutoring
- 60% agreed that “ I’ve learned useful ways to help students and their families by being involved with the Kennedy Cluster Project”
- Dr. Clare Keller, former Supervisor of Applied Research for Montgomery County Public Schools (2006–2011) a retiree and a volunteer, is working on a case study of the project that will be completed in the fall. She has spent nearly a year doing research, reading all of the Kennedy Cluster Project documents and attending most of the Multi Agency meetings. She has interviewed dozens of staff and reviewed the results of the Gallup data on MCPS. Preliminary findings note that the barriers to academic achievement are being identified and that many of KCP’s original objectives are being met through the work of the Multi Agency Team

FY 14 Updates

- Dr. Clare Keller completed, “**From Multiple Agencies to a Multi-Agency Team: A Case Study of the Kennedy Cluster Project**” In her executive summary, she writes; *“In Montgomery County, the achievement gap is no longer merely an educational problem. It is a community problem. Over the past five years, the Kennedy Cluster Project has contributed to success for individual students, their families, and their community, one case at a time. More work needs to be done to close the achievement gap. But results of the case study provide strong evidence that progress in narrowing the gap is possible through multi-agency collaboration.”*
- The Kennedy Cluster Operational Team met nearly 9 times to discuss the recommendations for possible expansion or modifications to the project model. The Leadership Team met two times to discuss those recommendations.
- Multi- Agency team convened through March 12 times to provide support and planning for 101 children and their families. 74 of these families were referral to the multi-agency team this school year.
- Key issues included:
 - Mental Health needs are significant: 48 out of 74 students were referred to mental health services
 - Medical coverage is a major need: 45 out of 74 students and/or family members did not know how to obtain medical coverage and/or care.
- Kennedy Cluster Project in partnership with the Department of Recreation hosted a toy drive for families involved with the Kennedy Project and who reside in the 20906 area code. 280 kids were served through this event.
- DHHS in partnership with Montgomery County Public Schools and the Department of Recreation provided financial assistance to 25 students in the Kennedy Cluster Project to attend summer camps.

- In fall of 2013, the Kennedy Cluster Project provided resource training for families in the Kennedy Cluster area. Agencies in attendance were those that provided financial assistance, employment services and food assistances.
- When families were asked: What information, strategies, or techniques will you apply in your life?
 - Housing Counseling – it's my dream to own a house.
 - Resources
 - From the resources I receive in the training, I get to better my situation
 - How to contact the different agencies according to the needs of my family, contacts, and addresses received today
 - Employment assistance and training would help also AAHC, getting my son involved in different activities.
 - Finding Employment

FY13

Cases referral by school:

- Argyle 19
- Bel Pre 1
- Georgian Forest 3
- Glen Allan 19
- Kennedy 12
- Lee 12
- Strathmore 2

Total 68

Demographics by race/gender

- 8 African American Females
- 14 African American Males
- 16 Hispanic Females
- 30 Hispanic Males

FY 14

Cases referral by school:

- Argyle 19
- Bel pre 4
- E. Brooke Lee 21
- Georgian Forest 8
- Glenallan 15
- Kennedy High School 30
- Strathmore ES 4

Total 101 through March, 2014

Demographics by race/gender

- African American 19
- African American male 25
- Hispanic Females 27
- Hispanic males 27
- White Female 1
- Asian Males 2

- What outcomes/research demonstrate the effectiveness of the program to date and support the recommendation to expand the program? Has there been any reduction in the achievement gap for African American students at Kennedy Cluster Project schools or students who have received or whose families have received services through the Kennedy Cluster Project?

The Kennedy Cluster Project multi-agency team representatives provided to students and their families educational resources in and out of school as well as access to health care, housing, financial assistance, legal aid, recreational programs, and many other social services. Although the overall achievement gap has not closed for Kennedy cluster students (the Kennedy Project works with approximately 100 students and their families, grades K-12, per year, a number that would not greatly influence the results reflected for the total 3,500 students in the cluster), there is evidence that the Kennedy Cluster Project has contributed to positive academic outcomes for individual at-risk students and for the Kennedy cluster schools overall.

A case study conducted pro bono by a retired MCPS Office of Shared Accountability (OSA) staffer in October 2013 reported the following findings:

- Graduation rates among African American and Hispanic students at Kennedy Hugh School increased over the past three years.
- The racial/ethnic gap in the high school graduation rate narrowed over the past three years as improvements in the graduation rates of African American and Hispanic students outpaced those of White and Asian students.
- Anecdotal evidence suggested that Kennedy Cluster Project activities contributed to the high school graduation of some at-risk students.
- Over the past two years, the dropout rate of Hispanic students at Kennedy High School was lower than the overall MCPS high school dropout rate for Hispanic students.
- Anecdotal evidence suggested that Kennedy Cluster Project activities helped to prevent some at-risk students from dropping out.
- Over the past two years, the mobility rates of African American and Hispanic students who attended Kennedy High School were lower than the overall rates for MCPS African American and Hispanic students.
- Anecdotal evidence suggested that Kennedy Cluster Project activities reduced residential mobility among elementary and middle school students by making it easier for low-income and homeless families to stay in their neighborhoods.

Despite the positive finding of this case study, quantitative information that shows whether or not the Kennedy Project is making a positive difference for the students it serves is needed. The FY 15 MCPS Operating Budget request contains funding for a 0.5 evaluation specialist to conduct a formal, in-depth quantitative study of the Kennedy Project by the MCPS Office of Shared Accountability.

- What are the FY14 and recommended FY15 budgets for Head Start? What is the local match for the program? Please identify all adjustments in the recommended FY15 budget related to the Head Start program.

FY 14: PY 48	FY14*	Enrollment 628
Montgomery County Schools (MCPS)	\$3,371,910	77%
Community Action Agency	\$471,901	11%
School Health	\$524,978	12%
Total Budget for Federal Funds:	\$4,368,789	100%
Non Federal Cash & In-Kind Expenditures – MCPS (20% match)	\$1,092,197	
Total Budget for Federal Funds & MCPS Non-Federal Funds:	\$5,460,986	
*Includes 5.27 sequestration reduction		

FY15: PY 49 – proposed funding	FY15	Enrollment 648
Montgomery County Schools (MCPS)	\$3,603,675	77%
Community Action Agency	\$509,870	11%
School Health	\$554,276	12%
Total Budget for Federal Funds:	\$4,667,820	100%
Non Federal Cash & In-Kind Expenditures – MCPS (20% match)	\$1,166,955	
Total Budget for Federal Funds & MCPS Non-Federal Funds:	\$5,834,776	

- Please provide the FY14 approved and FY15 recommended budget for the Centro Nia pre-kindergarten program. Please identify the number of children residing in Montgomery County who are on the Centro Nia waitlist, if any.

FY 14 approved: \$332,220

FY 15 recommended \$332, 220

Wait List for Montgomery County – 253 year to date

Early Childhood Services

- What funding does the Reginald K. Lourie Center received in FY14 and what is the recommended funding for the organization in FY15? Under each contract, please provide the amount budged, a description of services delivered, year to date services numbers, and under which services area funding it managed.

Early Childhood Services has two contracts with the Reginald Lourie Center:

- Infants and Toddlers Program: The Lourie Center contract is an embedded services contract for 25.44 Child Development Specialists and 4.25 Nurse Consultants in FY14 in the amount of \$2,619,039.30. This contract also includes Psychological Assessments in the amount of \$39,000.00.

The contract is for staff time, so we cannot pull data that would tell us services provided to date because the staff are a part of a team of providers who develop services based on individual needs of each child and family. Service data comes from the State and is not separated by provider. We have requested a report that

correlates services by service provider. We have not heard from the State yet whether such a report can be provided.

The Lourie Center budget request is level funded for FY15 for \$2,658,039.60. The CE recommended budget also includes a \$69,550 Community Grant to provide operating support to the Therapeutic Nursery Program. In addition, the State budget provided that \$300,000 of the appropriation for the Child Care Subsidy Program be allocated to expand the Therapeutic Nursery Program at the Reginald S. Lourie Center for Infants and Young Children in Montgomery County.

- Early Childhood Mental Health: Early Childhood Mental Health Consultation Contract.
FY14 = \$26,709.63 was budgeted but the entire amount was liquidated to other vendors since the Lourie Center could not provide consultants for mental health consultation during FY14 fiscal year.
FY15 = \$26,709.63 budgeted (New open solicitation in process)

- Please describe what is involved with the Early Childhood Advisory Council Grant. What will the funding be used for? Please describe the process for determining how the funding would be spent? When do funds need to be spent?
Funding from MSDE was received for Montgomery County Race-to-the-Top Early Learning Challenge Grant-Local Early Childhood Advisory Councils. The proposed budget reflects the required expenses to focus on four projects related to continued development of the Montgomery County Early Childhood Advisory Council (ECAC); a public outreach and media campaign; a professional development and family engagement project in a Title I school community; partial funding for a mini-demographics study and for data analysis. Expenses include funds for a project manager, training and technical assistance consultants, data analyst, facilitators, interpreters/ translators, and parent engagement activities.

The process for determining the projects in the ECAC Implementation Grant was developed through the ongoing work of the ECAC (begun in April 2013) through initial workgroups/committees and examining data, exemplary practices in the County and approaches to family engagement.

The grant term ends 6/30/2015.

- Please describe the early childhood services that will be provided through the expansion of the Kennedy Cluster project.
What early childhood services are currently being provided as part of the project?
Currently, there are no early childhood services included in the Kennedy Cluster Project. Services are proposed as a part of the expansion of services in FY15.

What Early Childhood Services will be provided?

The services will be similar to a model that has been developed for the Glenmont area (through the Race-to-the-Top Breakthrough Center concept) and for the Early Childhood

- Please explain the recommended adjustments to funding from the Maryland Infants & Toddlers funding (CLIG) and Maryland Infant and Toddlers Grant and the impact on services.

The CLIG (Consolidated Local Implementation Grant) is the Maryland Infant and Toddler Grant. The adjustment was due to an error in the amount brought forward for FY14 from the previous year, which has been correct for FY15.

Please Note: the FY14 allocation is based on a different State calculation than in previous years. FY13 was based on an annual child count, this year's funding is based on the average of child count data over three years.

As the average resulted in a lower child count, Part C Funds and the State General Funds went down by \$19,619 and \$33,267 respectively. However, we did receive a one-time supplemental grant which increased our overall funding by 8.5%. So in essence we remained level funded in FY14.

- What accounts for the decrease in the number of children served from the Actual FY13 level to the estimated FY14 and target FY15 levels.
FY 13 was a banner year based on the number of children served. Although we served 5,907 children, we are only projecting to serve 4,500 in FY14 and FY15 because we do not have enough historical data to determine if we will trend as high again, so we projected less based on averages from prior years.

Linkages to Learning

- Has funding to annualize operations at Arcola ES and Georgian Forest ES been recommended for FY15? If so, how much is recommended?
There is \$131,358 in the FY15 CE Recommended budget to annualize the operating cost associated with the Arcola and Georgian Forest LTL sites.
- Why is expansion at South Lake ES being recommended before the provision of full staffing complements at schools with higher Ever FARMS rates than South Lakes in accordance with Linkages Advisory Group recommendation?
The expansion at South Lake was recommended as part of the Kennedy Cluster expansion plan, not per the LTL Strategic Plan. See response under South Lake question under Kennedy Cluster.
- What services will the \$122,377 for Linkages site at South Lakes ES provide? Please identify the staff positions that will be provided and when services will begin. Site Coordinator, Case Manager & Mental Health Therapist beginning Jan. 2015 (half year only).
Why did the Executive not recommend the \$275,510 identified as the 1st year costs for a complete program at South Lakes ES.
The Kennedy Cluster Expansion project was recommended for a January 2015 start.

Has Executive staff determined that there is space to provide Linkages services at South Lake ES in FY15?

DHHS and MCPS have met to plan for space allocation as of Jan 2015. Space solutions may include the addition of a portable on the school campus.

- Why is expansion of Linkages to Learning program at South Lake Elementary School linked to expansion of the Kennedy Cluster Project? Was the Linkages Advisory Committee's recommendation to expand services to South Lake made in conjunction with the Kennedy Cluster Project?
See below in Kennedy Cluster Project write up.
- What is the \$237,353 in multi-program adjustments for?

Linkages to Learning	0	237,353
Annualization for Arcola and LTL		131358
CE Rec 2% inflationary adjustments		83411
Remainder can be attributed to compensation and benefit changes		22,584

High School Wellness Center

- What is the FY14 budget for each High School Wellness Center broken out by personnel costs, operating expenses, and FTEs by program area (school health and PYD)? What is the recommended FY15 budget each for center? Recommended FY14 budget for each of the High School Wellness Center programs?

FY14 CE Rec Budget	PH - School Health Services				CYF - Positive Youth*		Total
	FTE	PC	OE contract svc	OE misc	OE contract svc	OE misc	
Northwood HS (OE is combined here)	1.00	87,855	193,626		555,090		836,571
Gaithersburg HS	0.90	74,720	150,000	30,000	528,360	14,240	797,320
Watkins Mill HS	0.90	74,720	150,000	30,000	528,360	14,240	797,320
*The only FTE associated with PYD is the _____ who monitors the contracts and also oversees 1 FT OSC, and 8 FT Community Service Aides.							
FY15 CE Rec Budget	PH - School Health Services				CYF - Positive Youth		Total
	FTE	PC	OE - contract svc	OE - misc	OE - contract svc	OE - misc	
Northwood HS (OE is combined here)	1.0	104,497	193,626		555,090		853,213
Gaithersburg H	1.0	85,035	150,000	30,000	528,360	14,240	807,635
Watkins Mill HS	1.0	98,211	150,000	30,000	528,360	14,240	820,811