


**MEMORANDUM**

April 28, 2019

TO: Health and Human Services Committee

FROM: Linda McMillan, Senior Legislative Analyst 

SUBJECT: **WORKSESSION:** Supplemental Appropriation to the FY19 Operating Budget of the Montgomery County Government  
Department of Health and Human Services  
Kresge Foundation Opportunity Ecosystem  
\$291,473 (Source of Funds: Kresge Foundation Grant)

PURPOSE: Committee Recommendation

**Expected for this session:**

Vickie Buckland, Acting Director, Department of Health and Human Services (DHHS)  
JoAnn Barnes, Chief, Children, Youth, and Family Services, DHHS  
Josh Watters, Office of Management and Budget

Attached at © 1-3 is the County Executive's recommendation that the Council appropriate \$291,473 to the Department of Health and Human Services. The source of funds is a Kresge Foundation grant. This supplemental was introduced on April 23, 2019. A public hearing is scheduled for May 7, 2019 at 1:30 p.m. with action tentatively scheduled immediately following the hearing. Because of scheduling constraints, the HHS Committee worksession is occurring before the public hearing. If additional information is provided at the hearing, the HHS Committee can schedule an additional session.

The total grant award is \$750,000 over three years. The County will provide an in-kind support but; no new cash match is required. The Kresge website says the following about Place-based Opportunity Ecosystems (©4-6):

*"We [Kresge] define "Opportunity Ecosystems" a systems-work within communities that are strategic, action-oriented, dynamic and enduring environment formed by people and partners, aligned by a shared purpose and set of values that supports the advancement and acceleration of social and economic mobility for children, youth and families. We seek to promote collaborations across sectors and integrating service delivery, community engagement and economic development at local levels."*

## **County Proposal**

The County will use funds to support opportunity ecosystems in The East County Opportunity Zone and also to support Thriving Germantown. In part, funding will be used for a Project Manager and Opportunity Coaches. An Opportunity Coach has been hired to work out of the East County Regional Center with the goal of supporting at-risk children, youth, and families and connect families with services and strategies that will move clients to self-sufficiency and improved well-being.

### **In part, the County's letter of intent to Kresge says:**

...an opportunity ecosystem incorporates the area's history, infrastructure, customs, governing policies and laws to ensure needs are identified and resources are coordinated. Key participants within Montgomery County's current opportunity ecosystem are varied and diverse. Residents and organizations (corporate, civic, faith-based, and volunteer) with a presence in the community are central to the development and implementation phases of the existing opportunity ecosystem efforts...Equally important is the evaluation of an opportunity ecosystem. The community development of objectives, goals and measures, as well as the review and evaluation of an ecosystem's outcomes are critical to creating social and economic mobility upward.

...a closer review of the County's demographics reveals great pockets of poverty, poor health and poor quality of life throughout the County; these disparate outcomes are masked by the overall averages of income and health outcomes most frequently depicted in county rankings.

The Montgomery County Department of Health and Human Services (DHHS or Department) is committed to understanding where these disparate outcomes persist within the County and utilizing data and multi-disciplinary approaches to understand the root causes of these disparities and inform interventions to address the specific needs identified by these communities.

The ecosystem will be strengthened by adding a boundary-spanning project manager overseeing activities in both regions to infuse creativity into comprehensive community development practices. This dedicated project manager will take ownership for maintaining accountability, implementing quality improvement processes, ensuring coordination of partners, training on data collection and analysis.

The County notes that there are already many efforts that serve as a foundation for building the ecosystem. They include" the Neighborhood Opportunity Network, the Takoma Park/East Silver Spring (TESS) Center, Linkages to Learning, workforce and employment efforts including WorkSource's Kellogg Foundation Grant and Project SEARCH, plans for engagement of Opportunity Youth, in addition to the current efforts in the East County and Thriving Germantown.

## Racial Equity

The Kresge Foundation has a focus on racial equity and asks applicants how their ecosystem framework will address racial equity. The County provided these principles which it says are modeled for our partners and written into contracts:

**Dignity** – We believe that all individuals should be treated with dignity and respect.

**Elimination of Disparities** – We believe in preventing and eliminating social and health disparities to achieve optimal health and well-being.

**Access** – We believe in ensuring access to effective and high-quality services that meet people's needs, when they need them, delivered by a professional workforce which is competent to provide those services in a caring and respectful manner.

**Distribution of Resources** – We believe that the resources of the Department should be distributed in a manner that maximizes the health, safety, well-being and self-sufficiency of the community as a whole.

**Community Engagement and Participation** – We believe that our diverse communities should be meaningfully engaged in providing input and feedback on policies, practices and services.

## Outcomes

The County included the following outcomes as measures of the success of the evaluation of the ecosystem:

- Increase community engagement and input (planning, design, execution, shared decision making)
- Coordinate services from government, community-based organizations and the local school system
- Identify and adopt an appropriate community engagement strategy and toolkit
- Strengthen participant leadership skills and knowledge
  - Host focus groups
- Service delivery model
  - Increase use of self-service labs
  - Create satellite presence/offices in the community
  - Adjust core business hours and accommodate client needs

The proposal says that additional measures are being developed with community input that impact family well-being.

Three reports must be provided to the Kresge Foundation: August 30, 2019, August 31, 2020, and October 29, 2021

**Council staff recommendation:** Approve supplemental grant funds. Schedule discussion in the fall to review the first report and to discuss the East County strategy with the new HHS Director and how the future years of this grants will support its success.




OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Marc Elrich  
County Executive

**MEMORANDUM**

April 10, 2019

TO: Nancy Navarro, President  
Montgomery County Council

FROM: Marc Elrich, County Executive 

SUBJECT: Supplemental Appropriation #19-431 to the FY19 Operating Budget  
Montgomery County Government  
Department of Health and Human Services  
Kresge Foundation Opportunity Ecosystem Grant, \$291,473

I am recommending a supplemental appropriation to the FY19 Operating Budget of the Department of Health and Human Services in the amount of \$291,473 for the Kresge Foundation Opportunity Ecosystem Grant. This appropriation will fund building a two-generation approach to poverty alleviation in the Up County and East County regions

The Kresge Foundation awarded DHHS \$750,000 over three years. Three contractual positions are proposed. Indirect is being charged at 15% of personnel costs per the funder's guidance. Inkind support is not required, however, to show a good faith effort, it is being provided at \$105,675 in years two and three.

I recommend that the County Council approve this supplemental appropriation in the amount of \$291,473 and specify the source of funds as grant funds, operating expenses.

I appreciate your prompt consideration of this action.

ME:al

Attachment: Supplemental Appropriation #19-431

c: Victoria Buckland, Acting Director, Department of Health and Human Services  
Richard Madaleno, Director, Office of Management and Budget

Resolution No: \_\_\_\_\_  
Introduced: \_\_\_\_\_  
Adopted: \_\_\_\_\_

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

By: Council President at the Request of the County Executive

SUBJECT: Supplemental Appropriation #19-431 to the FY19 Operating Budget  
Montgomery County Government  
Department of Health and Human Services  
Kresge Foundation Opportunity Ecosystem Grant, \$291,473

Background

1. Section 307 of the Montgomery County Charter provides that any supplemental appropriation shall be recommended by the County Executive who shall specify the source of funds to finance it. The Council shall hold a public hearing on each proposed supplemental appropriation after at least one week's notice. A supplemental appropriation that would comply with, avail the County of, or put into effect a grant or a Federal, State or County law or regulation, or one that is approved after January 1 of any fiscal year, requires an affirmative vote of five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Council may, in a single action, approve more than one supplemental appropriation. The Executive may disapprove or reduce a supplemental appropriation, and the Council may reapprove the appropriation, as if it were an item in the annual budget.
2. The County Executive has requested the following FY19 Operating Budget appropriation increases for the Department of Health and Human Services.

<u>Personnel Services</u>	<u>Operating Expenses</u>	<u>Capital Outlay</u>	<u>Total</u>	<u>Source of Funds</u>
\$0	\$291,473	\$0	\$291,473	Kresge Foundation

3. The Kresge Foundation awarded DHHS \$750,000 over three years. Indirect is being charged at 15% of personnel costs per the funder's guidance. In kind support is not required, however, to show a good faith effort, it is being provided at \$105,675 in years two and three.
4. The County Executive recommends a supplemental appropriation to the FY19 Operating Budget in the amount of \$291,473 for the Kresge Opportunity Ecosystem Grant and specifies that the source of funds will be a grant.
5. Notice of public hearing was given, and a public hearing was held.

Action

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

A supplemental appropriation to the FY19 Operating Budget of the Department of Health and Human Services is approved as follows:

<u>Personnel Services</u>	<u>Operating Expenses</u>	<u>Capital Outlay</u>	<u>Total</u>	<u>Source of Funds</u>
\$0	\$291,473	\$0	\$291,473	Kresge Foundation

This is a correct copy of Council action.

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Megan Davey Limarzi, Esq., Clerk of the Council

## BUILDING PLACE-BASED OPPORTUNITY ECOSYSTEMS

Local “place-based opportunity ecosystems” – comprising mutually reinforcing public and nonprofit organizations working across systems – hold enormous promise in advancing social and economic mobility in particular cities.

We define “Opportunity Ecosystems” a systems-work within communities that are strategic, action-oriented, dynamic and enduring environment formed by people and partners, aligned by a shared purpose and set of values that supports the advancement and acceleration of social and economic mobility for children, youth and families. We seek to promote collaborations across sectors and integrating service delivery, community engagement and economic development at local levels.

Kresge and the American Public Human Service Association have developed an “ecosystem readiness tool” that measures six readiness factors (such as governance structure, leadership, and strategic financing) against the Human Service Value Curve (HSVC) to determine the ecosystem strength and sophistication. Utilizing the tool, ecosystems are measured at one of three levels:

- **Building sites:** Developing the readiness and infrastructure necessary for a thriving opportunity ecosystem. These places will likely be operating primarily in the regulative business model as defined by the HSVC. They may have elements of the collaborative, but rarely elements of integrative and generative.
- **Advancing sites:** Fundamental infrastructure, leadership and readiness elements needed to be well poised to readily operationalize an ecosystem model that could be sector leading. These sites in general are likely operating between collaborative and integrative business models with some elements of generative.
- **Accelerating sites:** Represent the pace-setting examples of opportunity ecosystem activity. These are the bright spots with the capability to continue to set the edge. These sites in general are likely operating between integrative and generative business models.

We invest at all levels with the intention of ecosystems advancing over time and providing lessons to other development ecosystems.

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Montgomery County Department of Health and Human Services  
Rockville, Maryland

\$750,000

Awarded

Awarded:

2018

The mission of the Montgomery County Department of Health and Human Services is to promote and ensure the health and safety of the residents of Montgomery County and to build individual and family strength and self-sufficiency. This grant will provide strategic support to advance the Montgomery County Department of Health and Human Services' Opportunity Ecosystem by integrating two additional county regions into its work.

Human Services