CHANGING Maryland for the Better
Governor's Office for Children

State of Maryland Executive Department

Larry Hogan	Boyd K. Rutherford	Arlene F. Lee
Governor	Lieutenant Governor	Executive Director

Fiscal Year 2018 Budget Hearing Testimony
Governor's Office for Children
Children's Cabinet Interagency Fund

Arlene Lee, Executive Director
of the Governor's Office for Children
and Chair of the Children's Cabinet

Senate Budget and Taxation Committee
Honorable Edward Kasemeyer, Chair
February 28, 2017

House Appropriations Committee
Honorable Maggie McIntosh, Chair
February 10, 2017

Thank you for the opportunity to testify before your Committee as you review the proposed budget for the Governor's Office for Children and the Children's Cabinet Interagency Fund.

I would like to thank our Department of Legislative Services Analyst, Jared Sussman, for his thorough analysis.

Department of Legislative Services Issues

The Governor's Office for Children should provide enrollment numbers and an update on future plans for the Governor's Young Readers Program (Imagination Library), including whether it will expand across the State and whether it will continue to be funded through the CCIF.

The Governor's Young Readers program is a partnership between the Governor's Office for Children and the Family League of Baltimore (the Family League) that provides an age-appropriate book to all children enrolled in the program, ages birth to five years, regardless of income. Currently there are 4,310 children participating in the program. There has been a steady increase in enrollment in this first year, as children are enrolled and enter school and leave the program.

Month	Total Number of Children Served
May 2016	2,177
June 2016	2,507
July 2016	2,727
August 2016	2,897
September 2016	3,009
October 2016	3,188
November 2016	3,306
December 2016	3,427
January 2017	3,533
February 2017	3,949
March 2017*	4,343
*Batch processing for books is done a month in advance	

The Governor's Office for Children and the Family League are working to develop a robust communications and outreach strategy to expand program participation. The Family League continues to leverage the existing infrastructure that supports early childhood literacy to reach families throughout the City, such as the Baltimore City Department of Social Services; B'more for Healthy Babies, a city-wide strategy to improve outcomes for babies, mothers, and families; and the Family Literacy Coalition, a school readiness workgroup. The Family League conducts outreach to families and children participating in these initiatives to promote the Governor's Young Readers program.

The Governor's Young Readers program continues to be a priority for Governor Hogan, and he has dedicated funding to the program through the Children's Cabinet Interagency Fund. We remain committed to continuing to expand the program in Baltimore City and explore expansion of the program in the State based on the initial success of this initiative.

The Governor's Office for Children should explain how it decides that a program meets one of the four strategic goals, including all criteria that inform the decision and whether specificity of the program is taken into account.

For FY18, Local Management Boards are encouraged to focus on Governor Hogan's goal of ensuring economic opportunity for Maryland's struggling families by implementing strategies that will address any or all of the Children's Cabinet's four Strategic Goals. In all four Goals, Local Management Boards must demonstrate that they have a clear understanding of the population, incorporate the necessary local partners, and consider best practices in program implementation.

- <u>Goal One: Improve Outcomes for Disconnected/Opportunity Youth</u>

Definition: Disconnected youth are teenagers and young adults between the ages of 16 and 24 who are neither working nor in school. These youth are also referred to as "Opportunity Youth" because reconnecting them to work and school has a positive economic and civic impact.

Approximately 85,000 youth across Maryland are out-of-work and out-of-school. Eleven (11) Maryland jurisdictions have rates of disconnection higher than the national average, and among those jurisdictions that do not, large gaps exist based on race or youth whose skills do not match the needs of the local workforce.

Given the diverse nature of the population, effective strategies for improving outcomes must be based on local data, specific challenges, and particular needs. Local jurisdictions are uniquely positioned to identify and address the barriers in their communities and design appropriate interventions to ensure youth are successfully transitioning into the adult workforce. Most funded programs/strategies will address either the Result of "Youth Will Complete School" or "Youth Have Opportunities for Employment or Career Readiness" and will focus on reconnecting

the out-of-school population to work or school, as opposed to preventing youth from becoming disconnected in the future. Because one program/strategy cannot meet all needs, Boards are strongly encouraged to adopt a "collective impact" approach, whereby the Board convenes a variety of partners to work together to provide programming, remove barriers, and support long-term goals, with each partner playing a distinct but complementary role.

Successful proposals to address this population will demonstrate connections to local Workforce Development Board programs, drop-out recovery efforts, or two-generation strategies.

- Goal Two: Reduce the Impact of Incarceration on Children, Families, and Communities

Definition: The families and children of individuals who are currently or were previously incarcerated in a State or local correctional facility for adults or juveniles, including those under criminal justice supervision prior to or following a period of incarceration.

It is estimated that on any given day, approximately 90,000 children and youth in Maryland have a parent under some form of correctional supervision – parole, probation, prison, or jail. The impact of incarceration on children, youth, families, and communities remains understudied but emerging research has identified a number of consequences for children and youth faced with the incarceration of a parent, including higher rates of homelessness or housing instability; a greater likelihood of involvement with the child welfare system; frequent exhibition of anti-social behavior patterns and issues associated with internalizing disorders, such as anxiety and depression; and greater financial instability both during and after the period of incarceration.

Local jurisdictions are uniquely positioned to identify and address the consequences noted above and design appropriate interventions to ensure children, youth, families, and communities do not experience undue harm as a consequence of a parent or loved-one's incarceration. Most funded programs/strategies may address one or more of the Child Well-Being Results and will focus on interventions that promote family stability, maintain familial connections, support reunification, etc.

Successful proposals to address this population will demonstrate a connection to local efforts to address reentry, Justice Reinvestment plans, or substance use (particularly opioid addiction) strategies.

- Goal Three: Reduce Childhood Hunger

Definition: Children with limited or uncertain availability of nutritionally-adequate and safe foods, or limited or uncertain ability to acquire acceptable foods in socially acceptable ways.

As a result of the economic recession, the number of Maryland children, youth, and families eligible for nutrition assistance increased dramatically over the last several years. Between the 2007-2008 and 2015-2016 academic years, the number of public school students eligible for free and reduced-price meals increased by 41%. More than 45% of the student population is below the income threshold necessary to receive a free or reduced-price meal at school. Since 2008, Maryland has made great progress in connecting eligible children and families to resources such as the School Breakfast Program, Food Supplement Program, and At-Risk Afterschool Meals

Program, among others. However, there is still work to be done to ensure the stability of families who remain food-insecure.

Beyond connecting children and their families to food assistance programs, the Office and the Children's Cabinet also recognize the importance of building sustainable strategies to reduce the incidence of hunger among Maryland's children. Local partnerships are necessary to build collaborative efforts to combat childhood hunger, drawing upon a diverse group of local stakeholders to address the causes and consequences in their communities. Most funded programs/strategies will address the Result of "Families are Safe and Economically Stable" and will include activities that encourage family self-sufficiency and shift the focus to long-term impact. Programs/strategies that include only immediate hunger-alleviating activities without family self-sufficiency approaches will not be funded.

- Goal Four: Reduce Youth Homelessness

Definition: Individuals under the age of 25 who lack a fixed, regular, and adequate nighttime residence. This includes those living in motels, hotels, camping grounds, emergency or transitional shelters, cars, parks, public spaces, abandoned buildings, and bus or train stations for whom it is not possible to live with their parent, guardian, or relative and who have no other safe alternative living arrangement.

In Maryland, the number of students identified as homeless in public schools across the State has increased by 83% since the 2007-2008 school year. Of particular focus, due to a number of associated negative outcomes, are unaccompanied homeless youth - those under the age of 25 and not in the custody of a parent or guardian. This vulnerable population is more likely to become disconnected and socially disengaged, is at higher risk of physical and sexual abuse, and has a greater incidence of mental, behavioral, and physical health issues than its peers.

Due to age, developmental stage, and past traumatic experiences, unaccompanied homeless youth have unique needs that cannot be addressed by the same housing and supportive services offered to adults. The root causes of youth homelessness are varied, but often include an unsafe home environment due to domestic violence, parental addiction, or family discord due to sexual orientation or gender identity; transition from systems involvement (detention, foster care, or other institutional placements); family poverty; undocumented status; and lack of affordable housing. Addressing these issues has made the need for collaboration with local agencies increasingly apparent. Boards are positioned to identify the drivers and effects of youth homelessness in their communities and ensure those youth are connected to appropriate services. Most funded programs/strategies will address the Result of "Families are Safe and Economically Stable" and will include activities that address the complex and unique needs of the unaccompanied homeless youth population.

Successful proposals to address this population will demonstrate a connection to the local Continuum of Care program or other local homelessness planning efforts

The Local Management Boards submit detailed applications to the Governor's Office for Children that include specificity for the programs/strategies proposed including target population, program descriptions, etc. For programs/strategies that are proposed for FY18 that directly impact one or more of the Strategic Goals, the application narrative must clearly describe the linkages between the program/strategy and population to be served. The Notice of

Funding Availability review team and the Governor's Office for Children consider all of this information when determining if a program/strategy will impact one or more of the Strategic Goals.

The Governor's Office for Children should explain whether it is working with the identified jurisdictions to ensure that they are prepared to alter the programs that they offer by fiscal 2019.

First it is important to note that in a document posted on the Office's website since January 2016 and distributed to all Local Management Boards, we noted that in FY19 the total award to Local Management Boards will be based upon the comprehensive planning process, strategies to address the four Strategic Goals of the Children's Cabinet plan, and the results achieved in FYs 16-18. This is similar to the current process with a greater emphasis on demonstrated results. Although it is not a requirement for the Local Management Boards to address the Strategic Goals with base funding, for programs/strategies that are proposed for FY18 that do not directly impact one or more of the Strategic Goals, the application must clearly outline a plan for sustainability which may involve shifting financial support for the program/strategy to a new funding stream, a new partner, or a new approach for diversifying funding. *In addition, there is a provision in place for Boards to request a waiver in order to fund a program that falls outside of the priorities established by the Children's Cabinet*.

To prepare for this focus on quality, flexibility, and accountability, the Local Management Boards have received intensive technical assistance and training on the research, data, and best practices related to the Strategic Goals, as well other topics including home visiting, the impact of poverty, Board development, and funding diversification. In addition, the Office has partnered with other State and local agencies and organizations for technical assistance opportunities. Examples of technical assistance offered to Local Management Boards include:

- In FY16, funding was made available to Local Management Boards to engage in an intensive community planning process to identify the jurisdictions' critical needs and gaps in services and the needs of the Strategic Goal populations.

- Governor's Office for Children staff members were assigned a specific policy area that relates to each of the Strategic Goals. These staff members have conducted at least three introductory technical assistance sessions for Local Management Boards on the current data trends and best practices. Additionally, a number of follow-up trainings on each Strategic Goal have been held to further define the populations and extrapolate the baseline data.

- Dedicated Technical Assistance Staff – Two staff members were assigned to provide technical assistance to the Local Management Boards with each staff member assigned 12 Boards.

- A workshop on successful grant applications by the Governor's Grants Office.

- Regional trainings on childhood hunger by Share Our Strength.

- Disconnected/Opportunity Youth Results-Based Leadership Program with the Annie E. Casey Foundation.

- Workshops on youth homelessness by the National Center for Housing & Child Welfare and the Frederick County Community Action Agency.

- Results-Based Accountability and Scorecard implementation by Clear Impact, LLC.

The Governor's Office for Children should provide examples of training and technical assistance plans that the legislative appropriation was intended for and list what is being accomplished with the remaining funds for these purposes.

The original training and technical assistance plan included the workshops listed below, which were eliminated due to the fenced funding in FY17. The plan was twofold: to build the capacity of the Local Management Boards and to build the capacity of the Office and State agency staff to maintain and support ongoing training needs. The trainings that would have been offered were:

Board Capacity Building - A package of trainings involving two-hour workshops offered regionally (approximately $2,000 x 4 regions) as well as a one-day Statewide seminar (approximately $5,000 for up to 100 participants) held in the Crownsville location. The package is approximately $40,000.00 and topics include:

- Board Excellence: Build shared understanding about roles and responsibilities of the nonprofit board of directors, covering the role of individual board members, committees, and the board as a whole; legal and fiscal requirements; and the board-executive director relationship. All workshop participants will receive a Board Excellence manual rich with tools and resources to take the Board to a higher level of effectiveness.
- Standards For Excellence: An ethics and accountability code for the nonprofit sector and how to apply them to become a high-performing organization. This workshop covers best practices, policies, and procedures, and how the board and staff can work together to meet the standards.
- Evaluation Made Easy: Participants will learn about the fundamentals of evaluation in order to broaden their view of organizational success and understand the impact of their mission. In this hands-on, engaging session, participants will become immersed in how simple it is to demonstrate that the organization and programs are performing at high levels.
- Making Fundraising Doable: Provides an overview of fundraising fundamentals for those new to fundraising or leaders who must fit it in with everything else. Topics include building a compelling message about your organization; qualifying donors and creating the right ask; and defining roles, expectations, skills, and tools to make fundraising work.

Strategic Planning Consultation: Consultants would assist the Local Management Boards with articulating the purpose, objectives and functions of the Boards, including governance, the organizational plan, staffing structure, the high level operating plan, and the five-year budget. The projected costs were $2,500 per day, approximately 120 days for a total of $300,000.00. The consultant(s) would work with identified Local Management Boards to evaluate the performances of individual service providers, both quantitatively and qualitatively, utilizing

performance measures and program reports contained in the Scorecard. The organizational plans would include inputs, activities, outputs, early outcomes (by year three), medium-term outcomes (by year five), and long-term outcomes (by years 7-10). The consultant(s) would conduct in-person and/or telephone interviews with Local Management Board members, staff members, and stakeholders to gather information about desired projects, elements, and policies to be considered in developing the strategic plan. The plans would include goals, objectives, and measureable activities with scheduled timeframes.

Addressing Racial Disparities and Disparate Outcomes: Budgeted at two workshops @ $15,000 each; Youth stipends for 20 youth @ $25 x 3 days = $3,000. Total = $33,000. Consultation at $125 per hour x 16 hours per month not to exceed $24,000. Total approximately $57,000.

Contract for provision of strategic consultation for leadership and designated staff regarding the anticipated challenges of addressing racial disparities in the child-serving systems at local, county, and State levels. A proposed scope of work would include the following: providing regional workshops, attendance at monthly meetings to educate Local Management Board membership about local disparity and disproportionality identification and reduction, provision of technical assistance to specific Local Management Board staff and Board members in developing and operationalizing plans to reduce racial disparities; and encouragement, support, and communication with a goal of developing a cross-systems network of care the shares a common analysis of racial disparities.

Developing Effective Questionnaires: A three-day workshop to be provided at Crownsville for one Local Management Board staff member from each jurisdiction plus staff from the Office and Children's Cabinet agencies. $1,500 per person x 30 people = $45,000.

Topics included how to:

- Avoid the common pitfalls in writing questionnaires for in-person, phone, web, and mobile surveys.
- Plan and flowchart a questionnaire to guide the overall logic and enhance the survey taking experience.
- Craft appropriate questions for gathering qualitative data.
- Phrase questions: when to use open-ended and closed-ended questions and how to choose the most appropriate rating, ranking, multiple choice, check-list, or other approaches.
- Phrase difficult questions dealing with memory, knowledge, and sensitive subjects.

Using Correct Statistical Techniques for Community Planning: A three-day workshop to be provided at Crownsville for one Local Management Board staff member from each jurisdiction plus staff from the Office and Children's Cabinet agencies. $2,500 per person x 30 people = $75,000.

Topics included how to:

- Compute sample size.
- Choose the best univariate, bivariate, or multivariate statistical techniques to analyze data; how to interpret and use correlation coefficients; and when to use techniques such as regression, discriminant, factor, cluster, and conjoint analysis.

- Understand what statistical significance tests do, how to choose the right one, how to interpret typical computer output, and how to relate the results to the community needs questions.
- Summarize research data and translate it into decision-making information, and how to link management decisions and information needs to the available data.

Developing Focus Group Skills: A one-day workshop to be provided at Crownsville for one Local Management Board staff member from each jurisdiction plus staff from the Office and Children's Cabinet agencies. $500 per person x 30 people = $15,000.

Topics included how to:
- Design and moderate focus groups.
- Quickly build rapport with respondents.
- Manage time during groups and keep the group process flowing.
- Develop techniques to elicit respondent behavior beyond: "So, Mary, what do you think?"
- Ask questions that will elicit the best quality responses and go beyond the top of mind answers to search for the truth behind what people say and do.
- Handle dominant participants and bring out the quiet and shy participants to make each interview or focus group as efficient and effective as possible without introducing bias into the session.
- Handle the mechanics associated with obtaining facilities and recruiting participants.
- Take the findings and turn them into actionable information.

The Governor's Office for Children should provide an update on implementation of any of the recommendations of the Childhood Obesity report since its submission in May 2016.

In 2015, the Office convened individuals from State agencies and community stakeholders to discuss the State-level initiatives that address childhood obesity. The Addressing Childhood Obesity workgroup developed a report that summarized these initiatives and put forth recommendations that could be undertaken to educate children and youth on healthy eating and reduce child obesity and teen diabetes.

To continue the collaborative focus of the Addressing Childhood Obesity workgroup, one of the recommendations was to transition the workgroup discussion to the Partnership to End Childhood Hunger in Maryland (Partnership), co-chaired by the Department of Human Resources and Share Our Strength. The Partnership's nutrition education workgroup (the Maryland Wellness Workgroup) was determined to be the appropriate place to house the child obesity discussion as it was already focused on developing sound policy, messaging, and other necessary strategies to assist children and families in understanding proper nutrition and making healthy choices. The Wellness workgroup meets monthly and includes individuals from community organizations, as well as the Maryland State Department of Education: Women, Infants, and Children Nutrition Program; Department of Human Resources; the Food Supplement Nutrition Education Program; and Maryland's Out of School Time Network.

The Wellness workgroup is currently focused on implementing a HOST (Healthy Out-of-School Time) pilot project that uses out-of-school time (after school programs, community centers, summer camps, etc.) as an opportunity to teach proper nutrition, encourage physical activity,

and instill healthy eating habits that can prevent and address childhood obesity. The pilot project will be focused on Maryland's Eastern Shore – starting in Wicomico and Somerset Counties with Washington and Garrett Counties soon to follow.

The Wellness workgroup is also working to build a statewide network in order to better coordinate the childhood obesity initiatives through existing or newly formed local councils, coalitions, and workgroups.

The Governor's Office for Children should explain why enrollment is lower in the Targeted Case Management Plus program and provide an updated count of the number enrolled.

The Care Management Entity program was transitioned in FY16 from the Office to the Department of Health and Mental Hygiene to blend two complementary case management programs and expand resources available to youth with serious mental health issues. An analysis of the program identified that a preponderance of youth were eligible for or enrolled in Medical Assistance, with no mechanism for transferring the cases to the federally-funded program. As a result, State General Funds were being used unnecessarily, and federal funds were not being maximized. The Care Management Entity program was time limited: youth could be served for a total of only 15 months. When the program was transitioned, the youth that were already enrolled continued to be served until their planned discharge date instead of transferring to a new provider. Youth with Medical Assistance eligibility had the option to transfer to the Targeted Case Management (TCM) program, which many families chose as they neared their discharge dates, thereby extending the plan of care.

On August 1, 2016, the blended program (TCM Plus) began enrolling new youth and has enrolled 223 total youth in the program. Twenty-four youth have enrolled in the program and subsequently discharged, and 199 youth are currently enrolled. Between January 2015 and June 2016, 1,206 youth have been authorized for Targeted Case Management and have been served while drawing down federal funds as was intended during this transition. Based on enrollment trends, TCM Plus is on target to average close to 300 youth enrolled when it reaches capacity this year. In FY18, the TCM Plus program is expected to average 300 youth enrolled throughout the entire fiscal year. Enrollment in TCM Plus mirrors enrollment trends of the previous Care Management Entity.

The Governor's Office for Children should provide the number of non-Medicaid youth currently on the waitlist for TCM Plus and comment on whether all youth that that request the service in fiscal 2017 will be able to enroll.

There are 13 youth currently on the waiting list and each of these youth are expected to receive service in Fiscal Year 2017. It is important to note that the Care Management Entity also managed a waiting list, and families experienced similar periods of waiting for service with that program.

Department of Legislative Services Recommendations

Department of Legislative Services recommends reducing the appropriation intended for training and technical assistance. The reduction still allows for a 31% increase over planned fiscal 2017 spending.

The Governor's Office for Children respectfully disagrees with this recommendation. Training and technical assistance is a key requirement for the Local Management Boards to successfully perform their function as the backbone organization for collective impact, which includes:

- Community engagement;
- Development of community needs assessments;
- Development, review, and implementation of strategic plans;
- Board development and associated activities;
- Request For Proposals/Notice Of Funds Availability development, review, and implementation;
- Contract monitoring and evaluation; and
- Grant writing and community resource development.

In addition, in the transition to a system of performance-based funding it is critical that the Local Management Boards receive adequate training and technical assistance. The training budget for FY18 is focused on Board development and staff capacity building, which would include some of the workshops previously planned for FY17. Further reductions to the funding for training means that some jurisdictions may not be adequately prepared to perform required functions or develop proposals that meet required standards.

Department of Legislative Services recommends deleting a deficiency appropriation intended for personnel costs.

The Governor's Office for Children respectfully disagrees with this recommendation. The Office operates on a streamlined budget and has had various personnel changes that required the use of the funds associated with the abolished 0.5 PIN. Even if there had been savings associated with the abolition of the 0.5 PIN, it would not cover the need addressed by the deficiency, leaving a $45,000 gap in the Office's budget that could not be absorbed.

Department of Legislative Services recommends adopting committee narrative requesting the Governor's Office for Children (Office) to produce a report on out-of- home placements.

The Governor's Office for Children concurs with this recommendation.

Thank you again for allowing me the opportunity to testify regarding the Governor's Office for Children and the Children's Cabinet Interagency Fund FY18 budget.

CHANGING Maryland for the Better
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FY18 Funding for Local Management Boards

The FY18 Notice of Funding Availability provides an opportunity for local jurisdictions, through their Local Management Boards (Boards) working jointly with key stakeholders, to:

- **Build on their Fiscal Year 2017 (FY17) planning to show they have identified the critical needs in the community;**
- **Present how they are meeting those needs; and**
- **Use the Results Scorecard to demonstrate that programs/strategies are effective in addressing the identified needs**.

As in FY17, Boards are encouraged to focus on Governor Hogan's goal of ensuring economic opportunity for Maryland's struggling families through strategies that will:

- Reduce the impact of parental incarceration on children, youth, families, and communities;
- Reduce the number of Disconnected/Opportunity Youth (aged 16-24, not working and not attending school);
- Reduce childhood hunger; and
- Reduce the number of homeless youth (under age 25 and not in the physical custody of a parent, guardian or relative).

Also as in FY17, there will be two areas of funding available to the Local Management Boards—base funding and competitive funding:

- **Base funding** is the funding for programs and administration currently received by a Local Management Board. Each jurisdiction will be eligible for a base allocation upon a minimum ranking of "Good" (71 points) on its application. There is no restriction on the types of programs or services to be funded under base funding.

  Local Management Boards may choose to fund prevention, intervention, or treatment programs for any age along the developmental continuum, for families and for parents. This may include any program type that addresses a critical need and gap in services identified by the community and the Local Management Board; such as, home-visiting, navigation, afterschool, etc.

- **Competitive funding** is being made available to address the four goals of the Children's Cabinet plan: reduce the number of youth, aged 16-24, who are not working and not going to school; reduce the impact of parental incarceration on children, families, and communities; reduce childhood hunger; and, reduce youth homelessness.

Total competitive funding available is 2 million dollars and no single jurisdiction may be awarded more than 25% of available competitive funds. To be eligible the proposal must be rated as "Excellent" (91 points) and awards will be based upon a combination of the highest rankings, geographic diversity, and demonstrated ability to impact the prioritized indicator.

The eight Child Well-Being Results and corresponding 28 indicators allow the Local Management Boards and the Children's Cabinet to assess the progress being made in improving the well-being of Maryland's children. In FY18 the Local Management Boards will continue to propose strategies to improve prioritize indicators in one or more of the Results for Child Well-Being[1]:

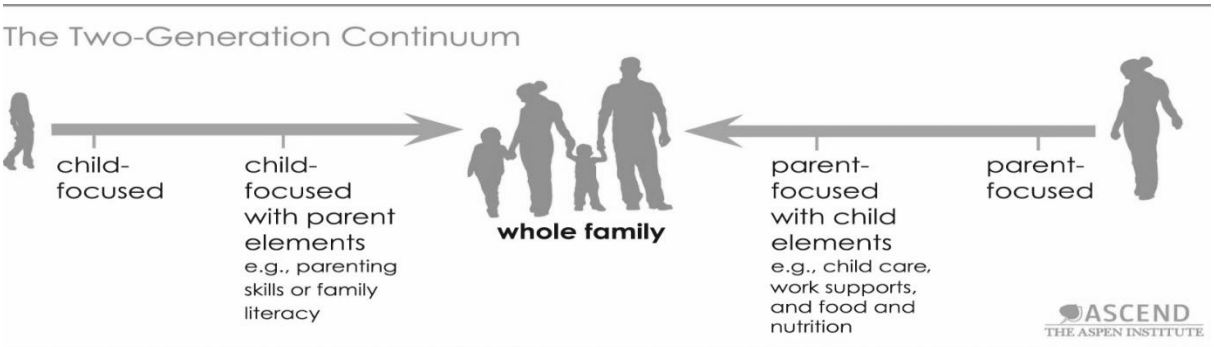
Maryland Results for Child Well-Being

What we strive to achieve:

- Babies Born Healthy
- Healthy Children
- Children Enter School Ready to Learn
- Children are Successful in School
- Youth will Complete School
- Youth have Opportunities for Employment or Career Readiness
- Communities are Safe for Children, Youth and Families
- Families are Safe and Economically Stable

The Children's Cabinet also seeks to establish and expand two-generation approaches and *encourages* the Local Management Boards to align services across multiple organizations to provide coordinated services to children and parents together. Research shows the impact of a parent's education level and economic stability on the overall health of a child/youth's trajectory. Similarly, children's education and healthy development are powerful catalysts for parents.

As the Aspen Institute's Ascend graphic below shows, whole-family approaches focus equally and intentionally on services and opportunities for the parent and the child. Two-generation approaches



also track outcomes for both the parent and the child/youth. Strategies need to break through the silos of fragmented programs in order to harness a family's full potential and put the entire family on a path to economic security. To support this work on the local level, Local Management Boards are encouraged to consider adopting a two-generation approach in proposed program(s)/ strategy(ies).

[1] For more information on the Results and Indicators, please see: http://goc.maryland.gov/lmb/.

Governor's Office for Children

"Promoting the Well-Being of Maryland's Children"

Budget Presentation:

Governor's Office for Children and the Children's Cabinet Interagency Fund

Arlene F. Lee, Executive Director

February 10, 2017

CHANGING Maryland *for the Better*
Governor's Office for Children

Overview

- Recent GOC Activities
- LMB Funding History
- FY17 Awards
- FY18 Funding Process

Governor Hogan's Office for Children promotes the well-being of Maryland's children, youth, and families through data-driven policies and collective action.

CUSTOMER SERVICE: Our Commitment and Performance Measures

Our Commitment is to be Friendly and Courteous, Timely and Responsive, Accurate and Consistent, Accessible and Convenient, Truthful and Transparent.

Objectives:

1. We will collaborate effectively with external partners, stakeholders, State agencies and each other on activities promoting and supporting sound child and family policy.
2. We will share relevant information with external partners and the public.
3. We will provide useful and sufficient training and technical assistance to the Local Management Boards.

Local Management Boards and General Public	Interagency	Internal
HOW MUCH DID WE DO?		
1. # of Trainings and technical assistance sessions **2. # of newsletters, blog posts and other outreach activities**	1. # of collaborative grant applications 2. # of joint or interagency presentations 3. # of memos on research and best practices shared with other agencies	1. # of collaborative activities (writing projects, presentations) 2. # of networking or referrals shared 3. # of resources and items of interest shared
HOW WELL DID WE DO IT?		
1. % of quality resources shared by the Office with the Boards 2. % of new Board staff oriented **3. % of work (phone calls, emails, etc.) completed on time** **4. % of training and technical assistance participants who found the assistance valuable**	1. % of staff reporting positive staff morale 2. % of new agency request for data, research and other information	1. % of staff reporting there are adequate opportunities for training 2. % of staff who feel their work is valued 3. % of staff who feel relevant information is shared on a regular basis
IS ANYONE BETTER OFF?		
1. % of local jurisdictions and agencies that use the Boards as the primary or preferred mechanism for community assessment, funding, convening, data, etc. 2. % of Boards with diversified funding **3. % of Children's Cabinet funded programs that demonstrate improvements in client outcomes**	1. % of grant applications funded **2. % of Children's Cabinet 3 Year Plan goals accomplished or implemented**	1. % of staff who report a respectful office environment that supports trust and communication 2. % of staff who like coming to work **3. % of staff who report that their work contributes to the mission of the Office**

CHANGING Maryland for the Better
Governor's Office for Children

GOC FY16 Customer Service Performance Measures - Local Management Boards and General Public

Performance Measures	Time Period	Actual Value
PM MDGOC How Much: # of trainings and technical assistance sessions	FY 2016	101
PM MDGOC How Much: # of newsletters, blog posts and other outreach activities	FY 2016	389
PM MDGOC How Well: % of new Board Directors oriented	FY 2016	67%
PM MDGOC How Well: % of quality resources shared by the Office with the Boards	FY 2016	91%
PM MDGOC How Well: % of work (phone calls, emails, etc.) completed on time	FY 2016	83%
PM MDGOC How Well: % of participants who found the training and technical assistance valuable	FY 2016	78%
PM MDGOC Better Off: % of local jurisdictions and agencies that use the Boards as the primary or preferred mechanism for community assessment, funding, convening, data, etc.	FY 2016	100%
PM MDGOC Better Off: % of Boards with diversified funding	FY 2016	79%
PM MDGOC Better Off: % of Children's Cabinet funded programs that demonstrate improvements in client outcomes	FY 2015	70%

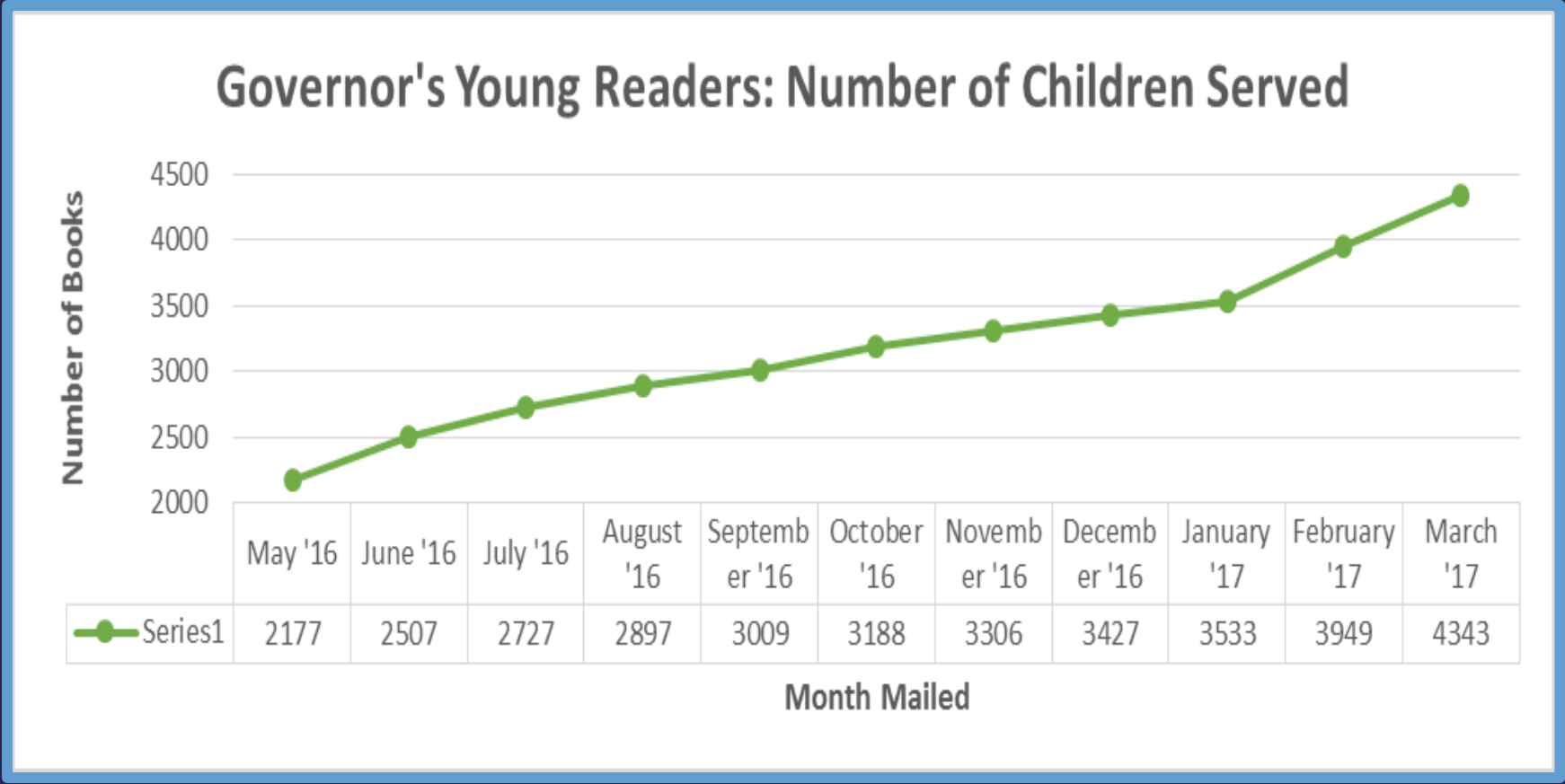
CHANGING Maryland *for the Better*
Governor's Office for Children

Governor's Young Readers Program

- Current enrollment: 4,343 children in Baltimore City
  - 850 children in the first week
  - 2,000 children by the end of the first month
- Partnership between GOC, the Family League of Baltimore and the Dolly Parton's Imagination Library.
- Participating children receive a specifically-selected, age-appropriate book in the mail each month.
- Pilot program in Baltimore City for children birth to 5 years of age, regardless of income.
- Goal is to foster a love of reading, improve school readiness and support parents as a child's first teacher.

CHANGING Maryland *for the Better*
Governor's Office for Children

Governor's Young Readers Program



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Results-Based Leadership

- Partnership with the Annie E. Casey Foundation
- Focused on Disconnected Youth
- Teams from 10 jurisdictions:
  - Baltimore County
  - Baltimore City
  - Montgomery County
  - Talbot County
  - Worcester County
  - Calvert County
  - Cecil County
  - Harford County
  - Washington County
  - Wicomico County

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Training and Technical Assistance

Training Opportunities Provided in FY16 and FY17

Introductory and Intermediate Trainings addressing the Four Strategic Goals: • Disconnected Youth • Reducing the Impact of Incarceration • Youth Homelessness • Childhood Hunger	**Results-Based Accountability** • Results Based Accountability 101 • Results Based Accountability Train the Trainers • Results Scorecard Webinars
Additional Training Opportunities • Collective Impact • Youth Engagement/Community Engagement • Sustainability • Successful Grant Development	**Ongoing Training Opportunities** • Local Management Board Policies and Procedures Manual Overview • Local Management Board Directors Orientation

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Children's Cabinet Three-Year Plan

Vision for Cross-Agency Collaboration to Benefit Maryland's Children, Youth and Families

- Result-Based Accountability framework that drives the Children's Cabinet's decision-making, directs investments based on data, and addresses the entire spectrum of child well-being through eight targeted child well-being results.
- The Four Strategic Goals with the associated data and strategies.
- Five action items, and corresponding strategies, for example:
  - Prevention
  - Improved outcomes for children and families through two-generation approaches.

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FY17 Awards

The Children's Cabinet approved $16 million for Local Management Board base-funded programs across the State including:

- **$1.2 million for home visiting programs (focused on single mothers with children under the age of 3 years old)**
- **$1.5 million in navigation and case management services**
- **$1.5 million for Youth Services Bureaus**
- **$1.5 million for afterschool programs**
- Other critically needed programs - evidence-based mental health services, after-school and summer meals, gang prevention, substance abuse prevention/treatment, delinquency prevention.

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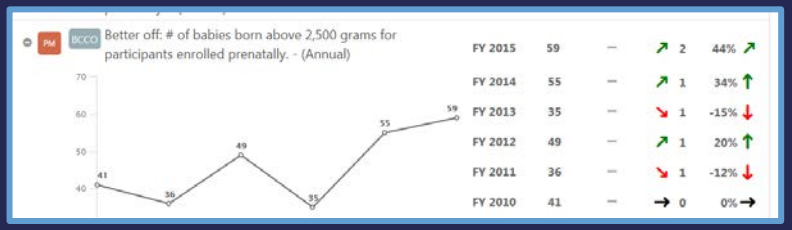
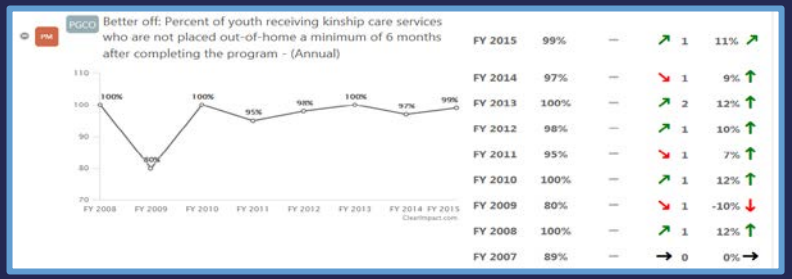
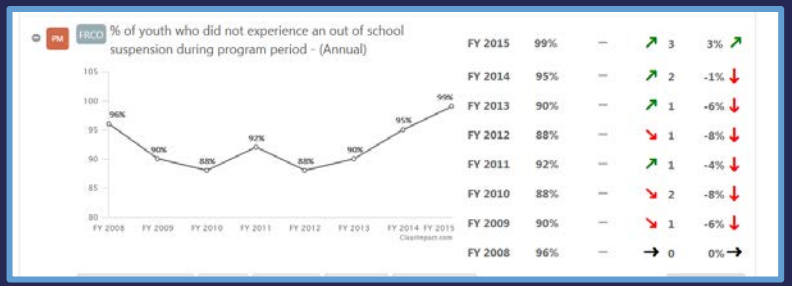
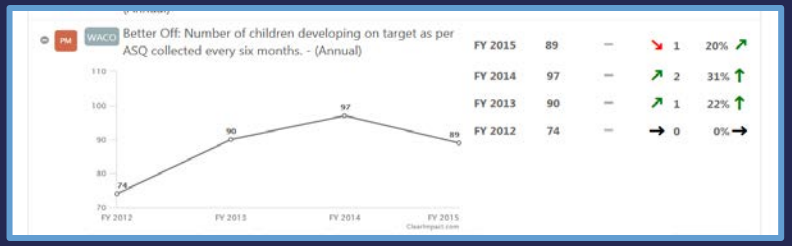
FY17 Awards

- **Baltimore City Home Visiting –** DRU/Mondawmin Healthy Families program, in select west and northeast Baltimore communities.
- **Prince George's County Kinship Care –** Counseling and supportive services to families caring for relative children.
- **Frederick County Out of School Programs –** Middle school youth who are deemed at risk for negative academic, social and/or legal outcomes. Comprehensive program including summer programming.
- **Washington County Family Support Center –** On-site early childhood education, developmental screenings, adult education services (high school credit, ESL, GED), pre-employment readiness skills and basic life skills.









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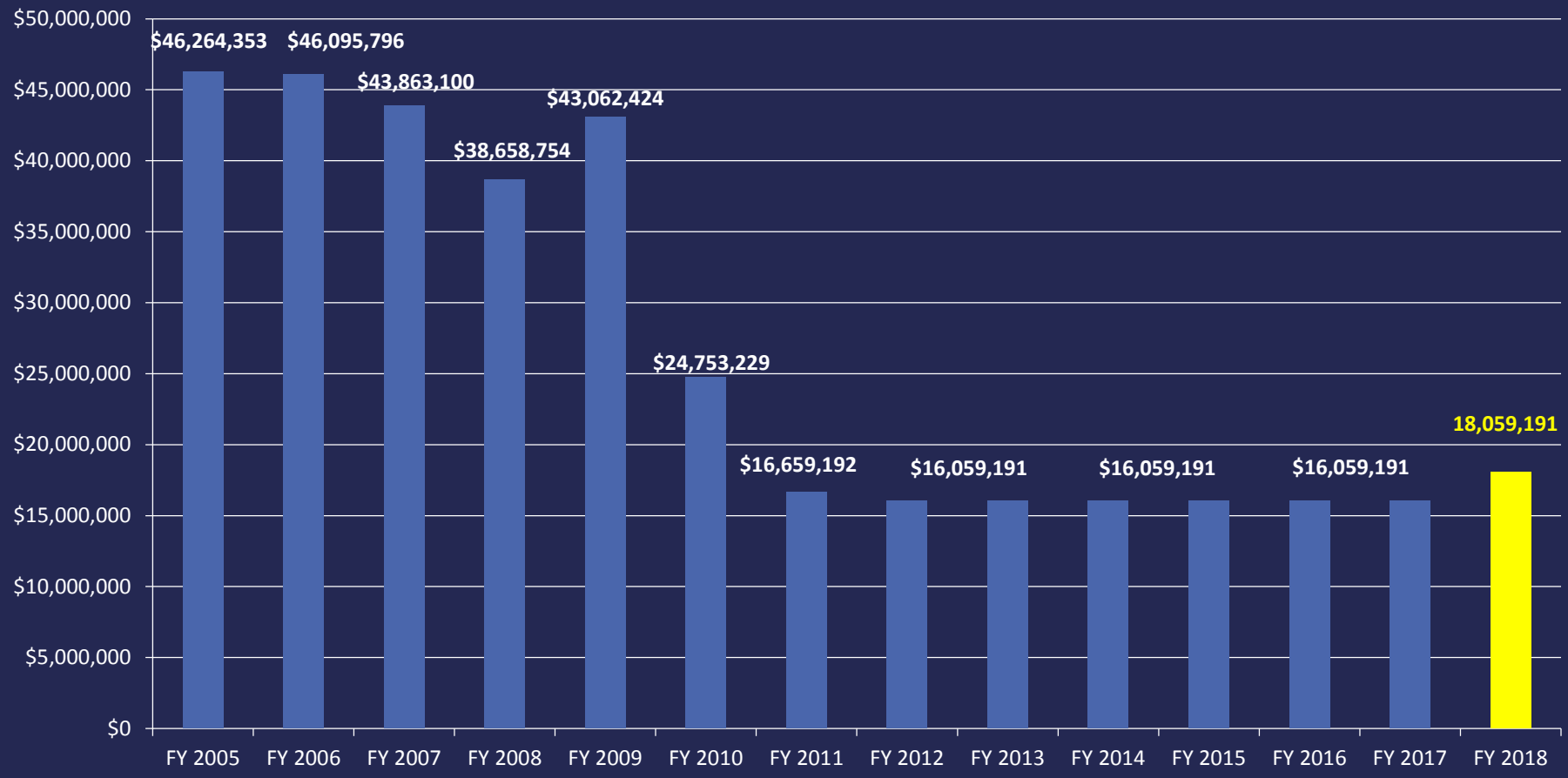
LMB Community Partnership Funding 2005-2018



*Community Partnership Agreement Funding

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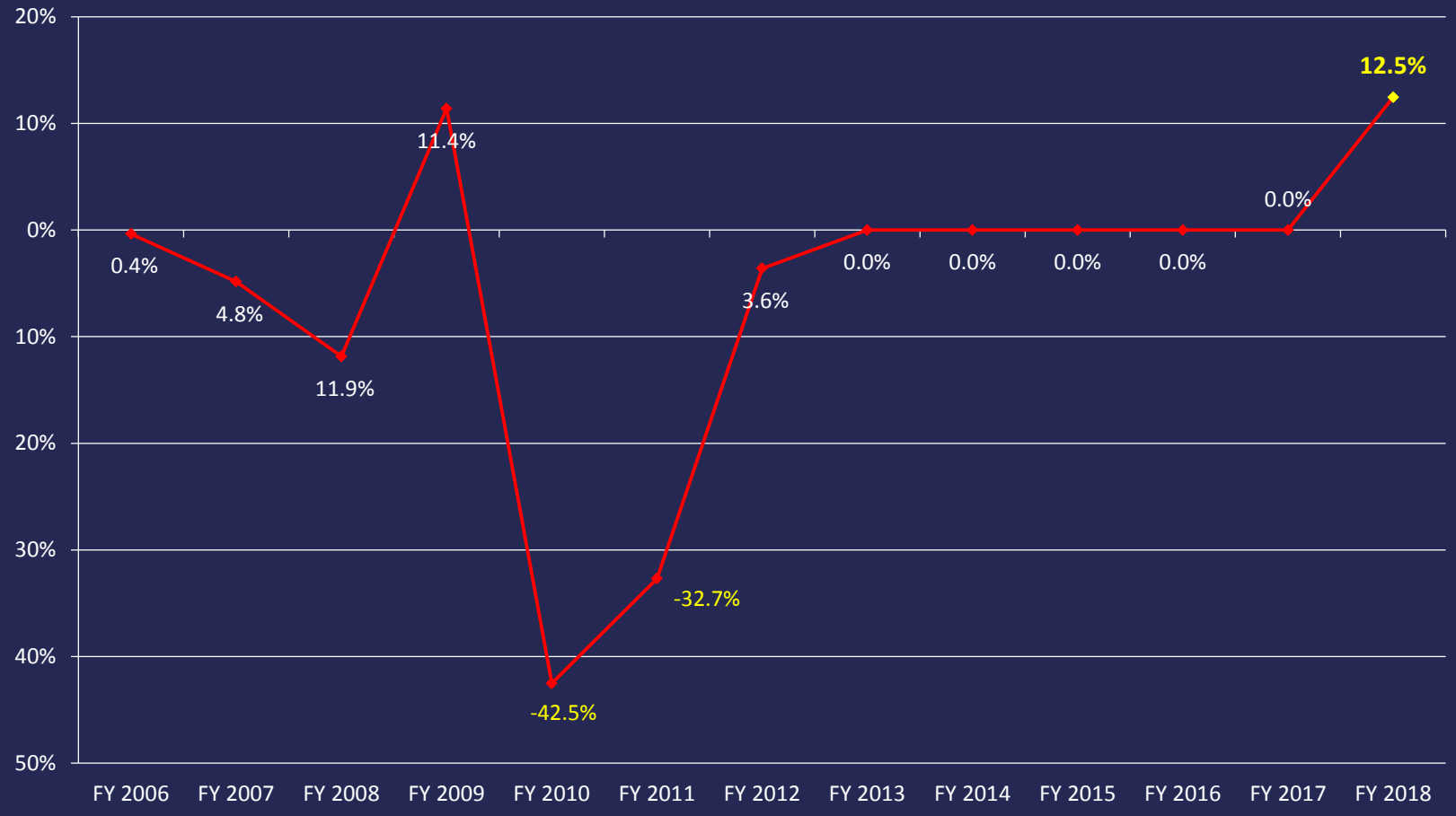
LMB Funding 2006-2018
Annual Percentage Change



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FY18 Funding Aims-
Quality, Flexibility and Accountability

- Quality: The Children's Cabinet and the Governor's Office for Children are once again focused on funding only high quality, critically needed services for children and families.
- Flexibility: Emphasis on programming that has been prioritized by local jurisdictions.
- Accountability: Transparent reporting of performance measures in the Results Scorecards.

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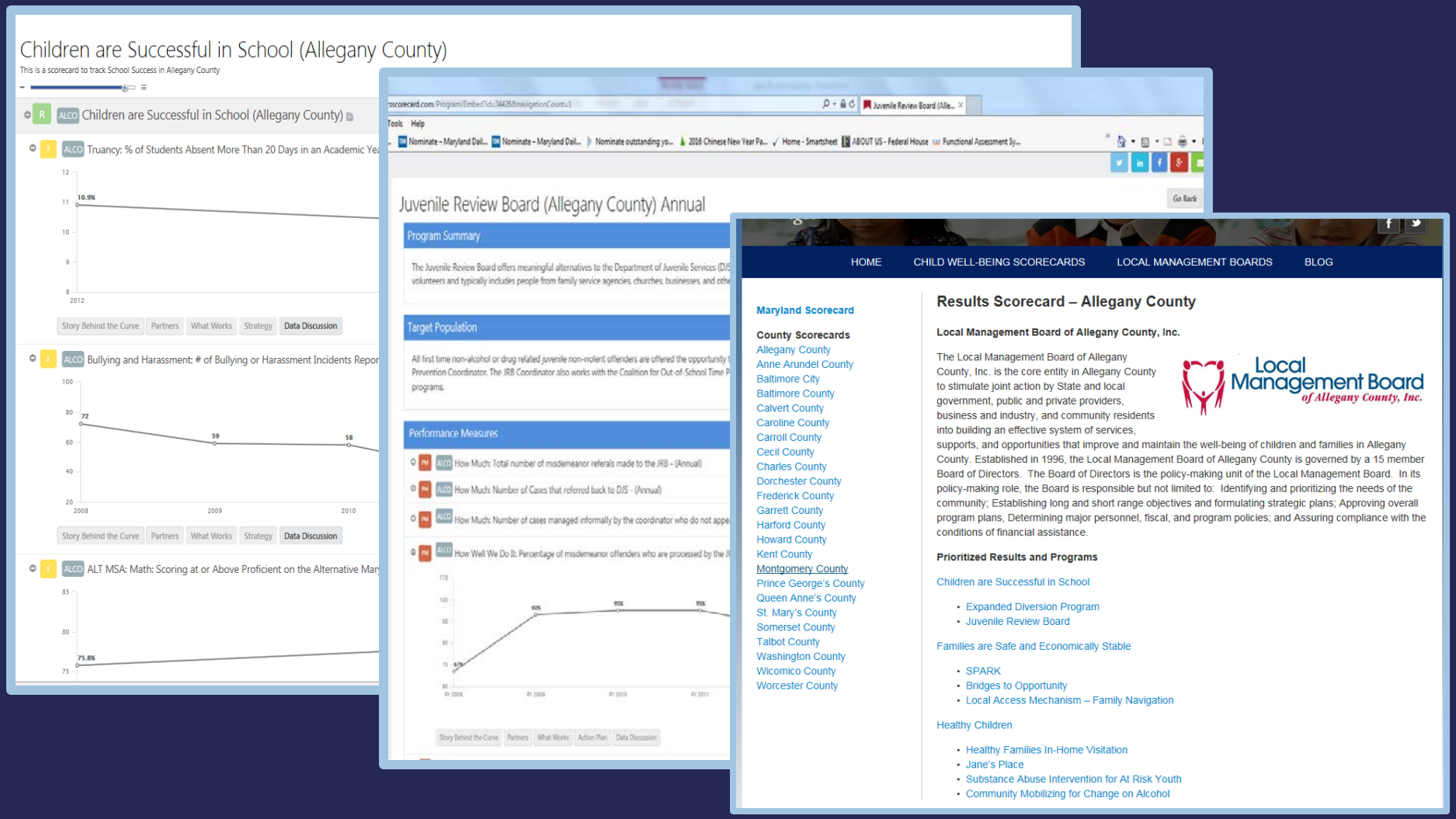
Accountability: Results Scorecards



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FY18 Funding Levels

Base Funding:

- The combined FY17 total of program and administration funding for each jurisdiction
- For local priorities
- **Score 71+ points (Good)**

Competitive Funding:

- $2 million
- For the four Strategic Goals
- **Score 91+ points (Excellent)**

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Base Funding

- Local Management Boards **may choose to fund prevention, intervention, or treatment** programs for any age along the developmental continuum, for families and for parents.

- Boards may propose any program type that meets the requirements of the NOFA, including home visiting, navigation, after school, etc.

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Competitive Funds

- A limited number of awards to address one or more of the four Strategic Goals.
- Awards will be based upon a combination of the highest rankings, geographic diversity, and demonstrated ability to impact the prioritized indicator(s).
- No single jurisdiction may be awarded more than 25% of available competitive funds.

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FY18 Application

Boards are expected to:

- Build on their FY17 planning to show they have identified the critical needs in the community.
- Present how they are meeting those needs.
- Use the Results Scorecard to demonstrate that programs/strategies are effective in addressing the identified needs.

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Build on Community Planning

Local Management Boards were required to:

- engage in an extensive, inclusive planning process;
- identify gaps in services;
- determine the needs in their communities;
- Identify effective programs to meet those needs; and,
- prioritize their strategies with the input of the community.

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Build on Community Planning

The proposal must demonstrate that a successful planning process allowed the Board to:

- Understand the current conditions of the families in the jurisdiction;
- Evaluate the current service delivery system's capacity to support the healthy growth and development of children and families; and,
- Build community support for the prioritized strategies to fill gaps in services.

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FY18 Application Framework

- **Prioritized Result:** How did the Board determine the quality of life conditions you want for the children, adults, and families who live in your community?
- **Prioritized Indicator**: How will the Board measure these conditions, and how is the jurisdiction currently doing?
- **Partners:** Which community partners are committed to working together to address the prioritized result and indicator?
- **Strategies**: What do we know is going to work to turn the curve on this indicator? How do we know it works?
- **Performance Measures**: What measures will we use to answer the questions: How much work was done? How well was the work done? Is anyone better off?

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Sustainability

For proposed programs that do not address one or more of the Strategic Goals:

- Describe the plans for sustaining the program without Children's Cabinet funding.
  - Securing new and/or additional funding;
  - Assisting in becoming self-sustaining; and/or,
  - Transferring the funding responsibility to another entity.
- Regardless of the manner the Board chooses to demonstrate sustainability, the description provided should include action steps and a clear vision for how the program will be able to continue without Children's Cabinet funds.

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Grant Review Team

May include representatives from:

- Department of Public Safety and Correctional Services
- Governor's Office of Crime Control and Prevention
- Department of Labor, Licensing and Regulation
- Maryland State Department of Education
- Department of Budget and Management
- Department of Human Resources
- Department of Juvenile Services
- Department of Disabilities
- Governor's Office for Children
- The Annie E. Casey Foundation
- Other partners

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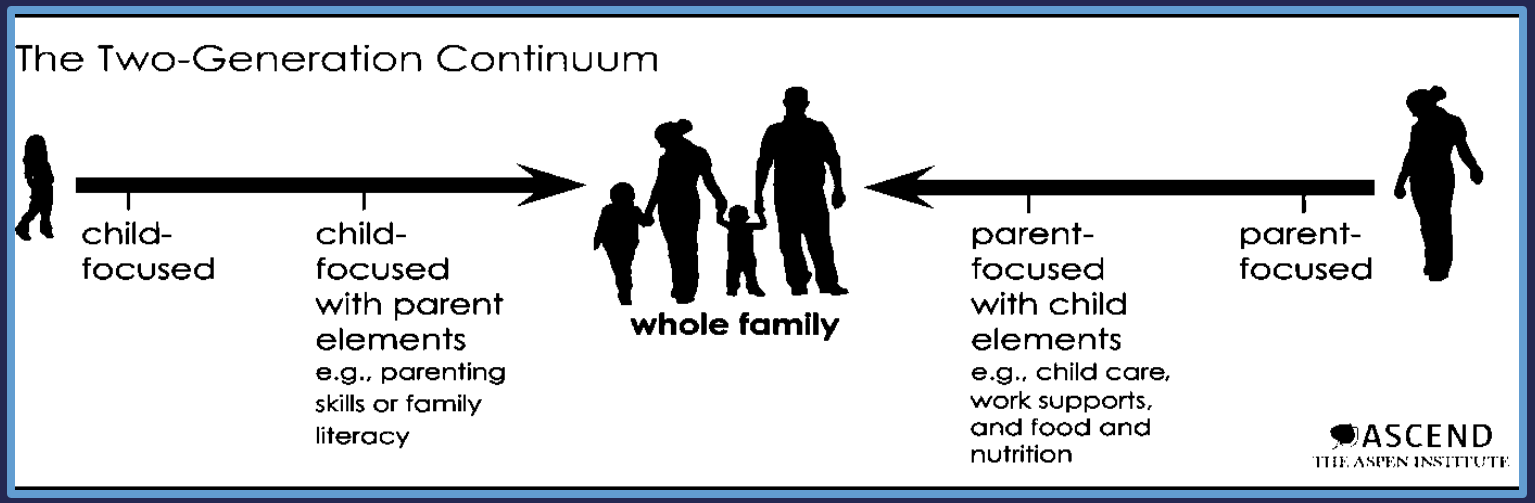
Extra Points

Two Generation: Up to two (2) extra points

- Interventions directed at both the parent(s) and their child(ren)/youth;
- Performance measures track outcomes for parents and children/youth; and,
- Remove silos or involve collaboration and communication between agencies serving different members of the family.



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Ranking Scale

0-70 points = Non-Responsive

71-80 points = Good

81-90 points = Very Good

91-100 points = Excellent

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Impact of Parental Incarceration on Children, Youth, Families, and Communities

- Demonstrate a clear understanding of the local population affected by incarceration.
- Incorporate the local partners necessary to ensure success in mitigating the effects of incarceration on children, youth, families, and the community.
- Consider best practices in program implementation.
- Demonstrate a connection to local efforts to address reentry, Justice Reinvestment plans, or substance use (particularly opioid addiction) strategies.

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Disconnected/Opportunity Youth (aged 16-24, not working and not attending school)

- Demonstrate a clear understanding of the local out-of-school and/or out-of-work youth population.
- Incorporate the local partners necessary to ensure successful reconnection to work and/or school.
- Consider best practices in program implementation.
- Demonstrate connections to local Workforce Development Board programs, drop-out recovery efforts, or two-generation strategies.

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Childhood Hunger

- Demonstrate a clear understanding of the local population's food insecurity.
- Incorporate the local partners necessary to ensure long-term family self-sufficiency.
- Consider best practices in program implementation.
- Include activities that encourage family self-sufficiency and shift the focus to long-term impact.

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Youth Homelessness

- Demonstrate a clear understanding of local homeless youth.
- Incorporate the local partners necessary to ensure success in addressing the complex and unique needs of the homeless youth population.
- Consider best practices in program implementation.
- Demonstrate a connection to the local Continuum of Care program or other local homelessness planning efforts.

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Additional Questions?

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