

# GOVERNOR'S OFFICE FOR CHILDREN

## ANNUAL REPORT



2016

Larry Hogan  
Governor

Boyd K. Rutherford  
Lt. Governor

Arlene F. Lee  
Executive Director

## Governor's Office for Children



### Governor's Office for Children

**Vision:** All Maryland children, youth, and families will live and prosper in healthy, safe, and thriving communities.

**Mission:** The Governor's Office for Children promotes the well-being of Maryland's children, youth, and families through data-driven policies and collective solutions.



## Message from the Executive Director

Dear Governor Hogan and the Citizens of Maryland,

It is with great pride that I present to you the Governor's Office for Children's FY 2016 and FY 2017 combined Annual Report. The Governor's Office for Children is committed to working in conjunction with the Children's Cabinet and each of the 24 Local Management Boards to invest in human capital improvements that support Governor Hogan's vision of an economically secure Maryland. This report provides an overview of the exciting changes within the Governor's Office for Children that have allowed the Office to effectively enact Governor Hogan's vision, including a renewed focus on policy analysis, enhanced technical assistance to the Local Management Boards, and a commitment to improved customer service and fiscal accountability.

I look forward to the Governor's Office for Children's continuing work with the State's child- and family-serving agencies, as well as other state and national public and private partnerships. Together, I am confident we are "changing Maryland for the better"!



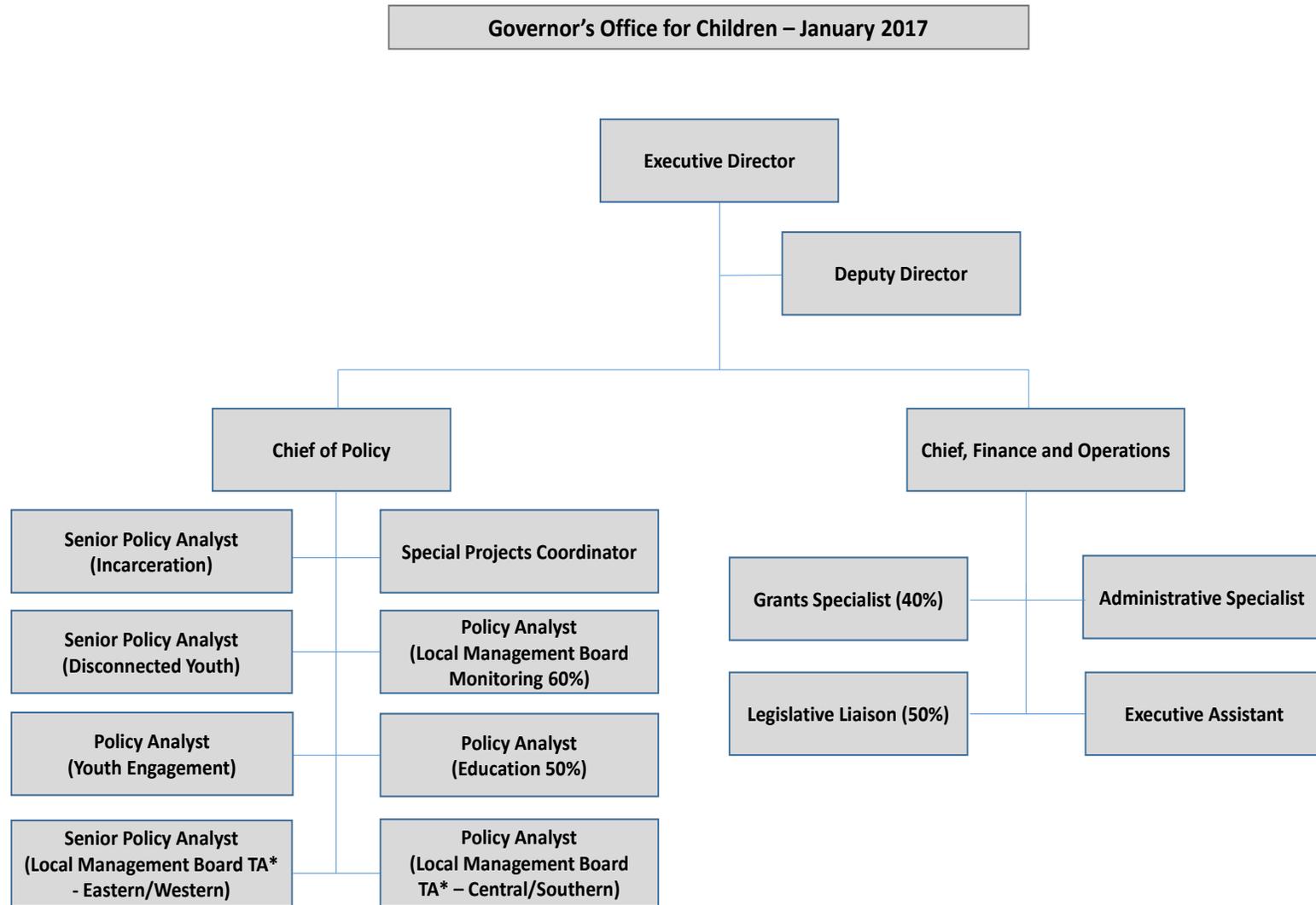
Sincerely,

A handwritten signature in black ink, appearing to read "Arlene F. Lee". The signature is fluid and cursive, written over a light grey oval background.

Arlene F. Lee  
Executive Director



# Governor's Office for Children Organizational Structure



\*Technical Assistance

# History of the Governor's Office for Children

## History of the Governor's Office for Children

The Governor's Office for Children originated in 1978. It was reorganized twice: first in 1990 to focus on interagency issues and systems reform, and again in 2005, to focus on child and family policy. The role of the Office has been to assist the Governor and the Children's Cabinet with establishing policies to support child and family well-being; support agencies, local governments, and organizations to effectively carry out their responsibilities for children and youth; and help families and the general public learn about programs and services for children and youth.

Since 1990, much of this work occurs through the Local Management Boards. Each county in Maryland and Baltimore City is required to establish a Board to plan, implement, and monitor child and family services. Each Board determines what services are needed to address the eight Results the

Children's Cabinet has set for child well-being in Maryland. Each Board enters into a Community Partnership Agreement with the Office, and the Office provides training and technical assistance to Boards on developing resources, implementing programs, and fiscal accountability. Reflecting the interagency nature of services for children and families, each Board may include representatives from the local health department, the local office of the Department of Juvenile Services, the local Core Service (mental health) Agency, the county public school system, and the local Department of Social Services. Other members representing public entities, private organizations, families, and youth also may serve on a Board.

The Governor's Office for Children was established to ensure the coordination of the programs and policies of Maryland's child-serving agencies. In conjunction with the Children's Cabinet agencies, the Governor's Office for Children assists in the development and oversight of the Governor's policies for Maryland's children, youth, and families. The Governor's Office for Children works with the Children's Cabinet and the Local Management Boards to build human capital using two-generational strategies that will equip parents and children with the tools they need to succeed.



## A New Focus and Purpose

### New Focus and Purpose

Today, the Governor's Office for Children operationalizes Governor Hogan's vision for economic opportunity for all. Working under the direction of the Governor, the Office facilitates the work of the Maryland Children's Cabinet and supports child well-being by:



During his inaugural speech, Governor Hogan declared, "our Administration will chart a new course: one guided by simple, common sense principles. Our focus will be on jobs, struggling Maryland families, and restoring our economy." The Governor challenged his Administration and partners to recognize and support the aspirations of all families by addressing the myriad barriers they face in reaching their dreams.

A re-imagined Governor's Office for Children requires adapting how the Office conducts its work and relates to its partners. In order to most effectively advance Governor Hogan's vision, the Governor's Office for Children has been restructured to provide research, analysis, and policy recommendations in support of the Governor's Strategic Goals. In doing so, the Governor's Office for Children has made changes to the administration of a few select programs, ensuring a continuity of services and creating efficiencies for Maryland's children and families while better positioning the Office to serve its core function of supporting the Administration's policy initiatives.

# Maryland's Results for Child Well-Being

## Results-Based Accountability™

The Governor's Office for Children and the Children's Cabinet adopted the Results-Based Accountability™ framework to focus planning, decision-making, and resources on desired results and outcomes. Maryland has identified a set of Results and Indicators that capture and measure the quality of life for children and families. Each year, the Office publishes *Maryland's Results for Child Well-Being*, an in-depth examination of the Results and Indicators, allowing State agencies to evaluate progress and inform decision-making.

Fiscally responsible approaches are those that are accountable to taxpayers and focus on spending existing funds in more effective ways. To that end, the Governor's Office for Children works to ensure that Children's Cabinet funds are invested only in those programs or services that achieve measurable results. The eight well-being Results and the corresponding 28 Indicators annually measure whether the strategies and programs funded by the Children's Cabinet through the Local Management Boards are making a difference in the lives of Maryland's families. These interventions represent new pathways to opportunities and a push for systemic change that will further Governor Hogan's vision.

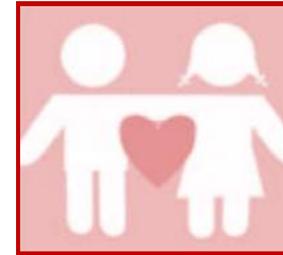
Since 2016, data to measure progress has been collected in *Child Well-Being Scorecards* that are accessible on the Governor's Office for Children's website. By implementing programs and strategies that achieve measurable results, the Governor's Office for Children and the Children's Cabinet were recognized in 2016 by the National Governors Association as a leader in developing solutions that have a far-reaching impact for children and families. A list of Maryland's Results for Child Well-Being can be seen on the right, and full datasets and accompanying narratives can be found at [goc.maryland.gov/results/](http://goc.maryland.gov/results/).



Babies Born Healthy



Youth will Complete School



Healthy Children



Youth will have Opportunities for Employment or Career Readiness



Children Enter School Ready to Learn



Communities are Safe for Children, Youth, and Families



Children are Successful in School



Families are Safe and Economically Stable

# The Children's Cabinet

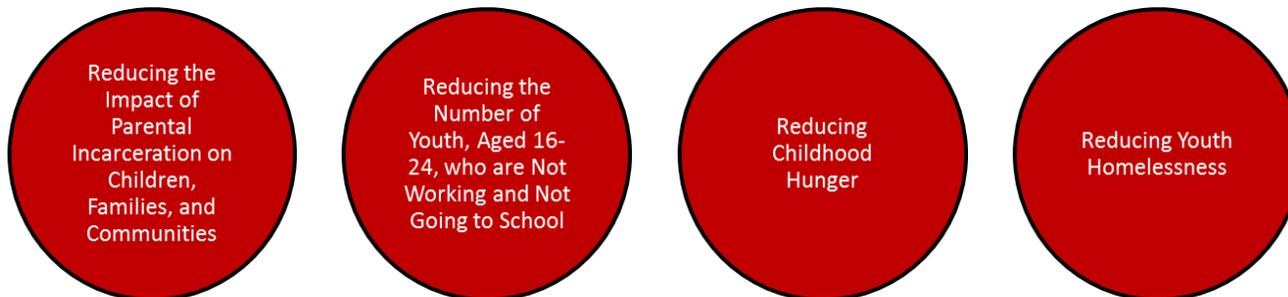


The Children's Cabinet coordinates the child and family-focused service delivery system by emphasizing prevention, early intervention, and community-based services for all children and families.

The Children's Cabinet includes the Secretaries of the Departments of Budget and Management; Disabilities; Health and Mental Hygiene; Human Resources; Juvenile Services; Labor, Licensing, and Regulation; and Public Safety and Correctional Services, as well as the State Superintendent of Schools for the Maryland State Department of Education and the Executive Director of the Governor's Office of Crime Control and Prevention. The Executive Director of the Governor's Office for Children chairs the Children's Cabinet.

Two of these agencies, the Department of Labor, Licensing, and Regulation and the Department of Public Safety and Correctional Services, are recent additions to the Children's Cabinet based on their expertise in policy areas directly related to the Governor's

focus on family economic security. The Governor charged the Children's Cabinet with advancing his vision by focusing on four Strategic Goals:



## The Children's Cabinet



The Children's Cabinet ensures high visibility and sustained focus on critical issues related to children, youth, and their families through a coordinated approach to policy and resources and is, therefore, uniquely positioned to address the social problems impeding economic stability for vulnerable families. Within the first year of Governor Hogan's Administration, the Children's Cabinet tasked the Children's Cabinet Implementation Team, a workgroup of the Children's Cabinet comprised of executive-level staff of each of the Children's Cabinet agencies, with developing an action plan and timeline for coordinating State policies to contribute to the goal of economic success by building human capital in Maryland's most vulnerable children, youth, families, and communities. This action plan became the Children's Cabinet's Strategic Plan and was approved by the Governor and published in 2015. Several important principles guided the development of the Strategic Plan:



**Maximize State Resources:** Invest State resources in coordinated, research-based approaches that support improved outcomes for children, youth, and families, consistent with child and public safety needs;

**Measurable Outcomes:** Ensure system-wide technical assistance, training, coordination, and accountability with identified results and indicators of success;

**Local Authority:** Increase local capacity to plan, implement, and monitor children, youth, and families' services on an interagency basis; and,

**Targeted Funding:** Ensure the interagency budget for children, youth, and family services reflects the priorities of the Governor and the Children's Cabinet and has the flexibility to address these priorities through the development of new funding sources and partnerships.

## The Governor's Pillars of Excellence in Government

Governor Hogan and his Administration are committed to three underlying “pillars” of excellence in government that guide policymaking in Maryland. The Governor’s singular focus on “changing Maryland for the better” informs his dedication to a transparent, fiscally responsible, and results-driven governing system.

**Fiscal Responsibility:** Government approaches must remain accountable to the taxpayers and focused on efficient outcomes for public dollars. Governor Hogan’s Administration remains committed to only funding services and programs that produce demonstrable results and that maximize outcomes.

**Reform and Efficiency:** Governor Hogan’s Administration is committed to improving transparency in State government. Since taking office, Governor Hogan has made numerous efforts to streamline government services, reduce the impact of onerous regulatory systems, and prioritize ethics reform as a centerpiece of his legislative platform.

**Improving Customer Service:** In the summer of 2016, Governor Hogan introduced his Customer Service Initiative, designed to foster improvements in customer service across State agencies. The initiative focuses on three core foundations: a renewed focus on a strong service culture in State agencies, improved customer service training for State employees, and the establishment of new service performance metrics to track improvements in customer service over time.

The work of the Governor’s Office for Children and the Children’s Cabinet is directly focused and informed by the Governor’s Pillars of Excellence in Government. The Children’s Cabinet Strategic Plan and the goals established by the Governor’s Office for Children contribute to enhancing and supporting those Pillars of Government. The priorities defined in the Strategic Plan—maximizing State resources, producing measurable outcomes, prioritizing local authority, targeting funding on strategic areas, improving communications outreach, and promoting sound policy—are all related to Governor’s Hogan’s governing ideals.

# The Governor's Pillars of Excellence in Government

## FISCAL RESPONSIBILITY

The Governor's Office for Children effects Governor Hogan's focus on fiscal responsibility through implementation of the Results-Based Accountability™ framework, a strategic focus on innovative financing models, and transparent online data portals that measure program and Office success. The Governor's Office for Children carries out this vision through a number of key projects and initiatives.

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### Maximize State Resources

**Performance Partnership Pilot Application** – The Governor's Office for Children coordinated Maryland's application for a federal waiver to test innovative financing strategies that blend multiple sources of federal funding. This waiver is known as the Performance Partnership Pilot (P3), and Maryland's application is directly tied to outcomes for the disconnected or "opportunity youth" population. The P3 application, if approved, will allow Maryland additional flexibility in using discretionary funds across multiple federal programs. The ability to combine and blend different federal revenue sources allows State agencies greater efficiency in aligning their efforts to connect out-of-school youth with employment, education, and basic needs.

**Outcomes-Based Contracting** – The Governor's Office for Children in conjunction with Harvard University's Government Performance Lab has engaged in a number of planning processes to implement outcomes-based contracting as a financial model for program funding. An outcomes-based contract only allocates State funding to a specific program if that program can prove through data that it is achieving its intended goals. The Office is exploring multiple avenues for implementation of this model related to youth violence prevention, drug addiction treatment, and reducing recidivism rates.

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### Ensuring Fiscal Responsibility

**Results Scorecard** – For more than 15 years, the Governor's Office for Children and other child-serving agencies have utilized the Results-Based Accountability™ framework to focus planning, decision-making, and budgeting on desired results and outcomes. The Scorecard represents the Governor's Office for Children's latest effort to track and consolidate data from multiple agencies and jurisdictions to ensure greater transparency and allow for improved evaluation of programs. In order to modernize the data reporting process and make it more useful for the Local Management Boards and Maryland's citizens, the Office now utilizes the Results Scorecard web-based application developed by Clear Impact, LLC. The Scorecard is populated with performance measures for all Local Management Board programs funded through the Children's Cabinet Interagency Fund and can be accessed via the Governor's Office for Children's website.

## The Governor's Pillars of Excellence in Government

### Ensuring Fiscal Responsibility

**Grant Management System** – As part of an effort to streamline grant administration and monitoring responsibilities within the Governor's Coordinating Offices, the Governor's Office for Children has integrated its grant monitoring responsibilities within the Governor's Office of Crime Control and Prevention's existing system. The system, housed at the Governor's Office of Crime Control and Prevention, centralizes the grants process and allows for greater coordination of State resources. Using a single system reduces unnecessary paperwork and allows grantees of both Offices to utilize a single system rather than confusing disparate systems.

**Revised Notice of Funding Availability Process** – In an effort to move towards quality, flexibility, and accountability, the Governor and the Governor's Office for Children committed to a four-year plan for funding services through the Local Management Boards. The Boards received level funding for base programming for FY 2016 and FY 2017. Additional resources were made available in those fiscal years for the Local Management Boards to engage in an intensive community planning process that identified needs and gaps in services, especially those related to the Strategic Goals.

### Targeted Funding

Beginning in FY 2016, the Office provided intensive technical assistance and training to the Boards on the implementation of strategies to address the Governor's Strategic Goals as well as Scorecard utilization. In FY 2018, funding for the Boards will include base funding plus competitive funding made available through reprogrammed resources from the transfer of the Care Management Entity to the Department of Health and Mental Hygiene. Local Management Boards will receive grants that include the current base funding for programs and board support, plus competitive funds, as applicable, to support the four Strategic Goals.



## The Governor's Pillars of Excellence in Government

### REFORM AND EFFICIENCY

The Governor's Office for Children seeks to implement Governor Hogan's Pillar of Reform and Efficiency through a comprehensive assessment of the Governor's Office for Children's role, improved technical assistance to the Local Management Boards, a renewed focus on sound policy that emphasizes investing in human capital, and improved interagency coordination.

#### Support Local Authority

##### Technical Assistance Provided to the Local Management Boards

**Legislative** – The Governor's Office for Children has equipped the Local Management Boards with tools to build successful and lasting relationships with Maryland legislators. The Local Management Boards are positioned to share the successes of their programs and their efforts in strengthening community plans.

**Policy** – The Governor's Office for Children convened and staffed a number of policy-related technical assistance sessions. Each Local Management Board received intensive technical assistance and training on 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. 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 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** – As part the restructuring of the Governor's Office for Children, two staff were identified as dedicated technical assistance staff for Local Management Boards. The Eastern Shore/Western Maryland jurisdictions and the Central and Southern Maryland jurisdictions each have a dedicated staff person that works with assigned Local Management Boards to assist with board development, strengthening local partnerships, and providing a direct line of assistance for individual challenges.



# The Governor's Pillars of Excellence in Government

## Results Scorecards

Focus on Measurable Outcomes

### Children are Successful in School (Allegany County)

This is a scorecard to track School Success in Allegany County

Time Period	Actual Value	Current Trend	Earlier % Change
2014	8.9%	2	-18%
2013	10.3%	1	-5%

ALCO Truancy: % of Students Absent More Than 20 Days in an Academic Year - (Copy)

ALCO Bullying and Harassment: # of Bullying or Harassment Incidents

ALCO ALT MSA: Math Scoring at or Above Proficient

### Juvenile Review Board (Allegany County) Annual

**Program Summary**

The Juvenile Review Board offers meaningful alternatives to the Department of Juvenile Services (DJS) system through early intervention strategies that are school and community-based and reflect offender responsibility. The Board consists of volunteers and typically includes people from family service agencies, churches, businesses, and other leaders in the community.

**Target Population**

All first time non-alcohol or drug related offenders. The IRB coordinates diversion programs.

**Performance Measures**

- ALCO How Much: Total number of referrals
- ALCO How Much: Number of referrals accepted
- ALCO How Much: Number of referrals declined
- ALCO How Well We Do It: Percentage of referrals accepted

### Results Scorecard – Allegany County

**Local Management Board of Allegany County, Inc.**

The Local Management Board of Allegany County, Inc. is the core entity in Allegany County to stimulate joint action by State and local government, public and private providers, business and industry, and community residents into building an effective system of services, supports, and opportunities that improve and maintain the well-being of children and families in Allegany County. Established in 1996, the Local Management Board of Allegany County is governed by a 15 member Board of Directors. The Board of Directors is the policy-making unit of the Local Management Board. In its policy-making role, the Board's responsibilities include, but are not limited to: Identifying and prioritizing the needs of the community; Establishing long and short range objectives and formulating strategic plans; Approving overall program plans, Determining major personnel, fiscal, and program policies; and Assuring compliance with the conditions of financial assistance.

**Prioritized Results and Programs**

**Children are Successful in School**

- Expanded Diversion Program
- Juvenile Review Board

**Families are Safe and Economically Stable**

- SPARK
- Bridges to Opportunity
- Local Access Mechanism – Family Navigation

**Healthy Children**

- Healthy Families In-Home visitation
- Jane's Place
- Substance Abuse Intervention for At Risk Youth
- Community Mobilizing for Change on Alcohol

**Maryland's Results for Child Well-Being**

**Governor's Office for Children Customer Service Scorecard**

**County Scorecards**

- Allegany County
- Anne Arundel County
- Baltimore City
- Baltimore County
- Calvert County
- Caroline County
- Carroll County
- Cecil County
- Charles County
- Dorchester County
- Frederick County
- Garrett County
- Hartford County
- Howard County
- Kent County
- Montgomery County
- Prince George's County
- Queen Anne's County
- St. Mary's County
- Somerset County
- Talbot County
- Washington County
- Wicomico County
- Worcester County

Tips for Navigating the Scorecard

## The Governor's Pillars of Excellence in Government

### Focus on Measurable Outcomes

**Results Scorecard** –The Scorecard represents the Governor's Office for Children's effort to track and consolidate data from multiple agencies and jurisdictions to ensure greater transparency and allow for improved evaluation of programs. In order to modernize the data reporting process and make it more useful for the Local Management Boards and Maryland's citizens, the Office utilizes the Results Scorecard web-based application. The Scorecard includes performance measures for all Local Management Board programs funded through the Children's Cabinet Interagency Fund and can be accessed via the Governor's Office for Children's website. Users can track up-to-date data for every program funded by the Local Management Boards through the Children's Cabinet Interagency Fund as well as data for measurable indicators.

**Results-Based Accountability™ Technical Assistance** – The Governor's Office for Children has adopted the Results-Based Accountability™ framework to continuously evaluate the Office's work. The Results-Based Accountability™ framework identifies a result to achieve, selects indicators that act as proxy measures for the result, tells the story behind the data, identifies necessary partners and effective strategies, and develops an action plan and budget. The Governor's Office for Children works with the Local Management Boards to develop a robust accountability framework by which to appraise the Local Management Board's work.

### Improving Interagency and Office Coordination

**Three Branch Institute Grant from the National Governors Association** - The Three Branch Institute on Improving Child Safety and Preventing Child Fatalities is designed to assist participating states in developing a comprehensive approach to improving the safety of children known to the child welfare system or at risk of child welfare involvement due to maltreatment. The Institute is an opportunity for state teams, comprised of representatives from the executive, legislative, and judicial branches of state government, to develop and implement a single, coordinated plan of action towards the common goal of improving safety and preventing child abuse and neglect fatalities and near-fatalities. The National Governors Association and its partner organizations in this effort (the National Conference of State Legislatures, Casey Family Programs, National Center for State Courts, and the National Council of Juvenile and Family Court Judges) selected eight states, including Maryland, to participate in the Institute.

Maryland's Three Branch team will develop a State implementation plan with sound strategies and action steps and measurable outcomes. The team will reach out to agency and community partners to ensure that the plan is inclusive, establishes priorities, and identifies existing and new strategies to address the needs of the children served by the child welfare system. The intended outcome will be a deepening of the service array for families identified as appropriate to be served with an alternative response and better data regarding the link between Child Protective Services and Alternative Response. The goal for this effort is to increase awareness of risks and align

## The Governor's Pillars of Excellence in Government

efforts across the three branches of government. the plan is inclusive, establishes priorities, and identifies existing and new strategies to address the needs of the children served by Maryland's child welfare system.

### Improving Interagency and Office Coordination

**Assessing Office Participation in Task Forces, Committees, and Workgroups** - During the first year of the Hogan Administration, the Governor's Office for Children conducted a comprehensive assessment of all task forces, workgroups, and committees in which the Office either participated or regularly attended. Over the years, legislation has included Governor's Office for Children as a mandated member of a range of committees, councils, task forces, advisory boards, etc. This resulted in representation on more than 60 individual bodies or entities, which consumed an inordinate amount of staff time for an office of 16. The Office has reviewed the various assignments to determine which have continued relevance. During the 2016 legislative session, three bills were passed that removed the Office from duplicative or unnecessary memberships in committees that were focused on work in which the Office was no longer actively involved.

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**Joint Chairmen's Report on Childhood Obesity** - The Governor's Office for Children submitted a report in May 2016 that evaluated State-level initiatives to address childhood obesity and teen diabetes. The report also provided information on initiatives targeted at educating children and youth on healthy eating and recommendations of additional actions that the State could undertake to educate children and youth on healthy eating and reduce childhood obesity and teen diabetes.

### Promoting Sound Child and Family Policy

**Report on the Transfer of the Care Management Entity** - When the Governor's Office for Children officially refocused its role as a coordinating office for policy dissemination, a decision was made to transfer administration of the Care Management Entity program to the Department of Health and Mental Hygiene, the agency best equipped to administer a service program of this nature. Before the transfer, an analysis of the Care Management Entity program found that the majority of youth were eligible for or enrolled in Medical Assistance with no mechanism to transfer the youth to the federally-funded program operated by the Department. As a result, State General Funds were utilized unnecessarily and federal funds were not maximized. The program transfer allowed the Department to blend two complementary case management programs and expand resources available to youth with serious mental health needs.

## The Governor's Pillars of Excellence in Government

As requested during the 2016 Session, the Governor's Office for Children submitted a report to the Maryland General Assembly in 2016 that detailed information on the transfer of the program, the services offered, and the structure of the program before and after the transfer. Youth eligible for Medical Assistance had the option to transfer to the Targeted Case Management (TCM) program, which many chose to do 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. In FY 2018, enrollment in the TCM Plus program is expected to average 300 youth for the fiscal year. Enrollment in TCM Plus mirrors enrollment trends of the previous Care Management Entity.

**Local Management Board Funding Allocations Report** - The Office submitted a report to the Maryland General Assembly in 2016 detailing funding to the Local Management Boards. The report also included Local Management Board funding received from outside sources; a list of programs the Boards funded, including those that addressed the four Strategic Goals; and an explanation of the Results Scorecard and how performance data is used to determine what programs will receive funding in future years.

### Promoting Sound Child and Family Policy

**Out of Home Placement Report** - The State is responsible for providing children in out-of-home care with placements and services that meet their needs. The Out-of-Home Placement and Family Preservation Resource Plan (Report) documents the State's capacity for and utilization of out-of-home placements, analyzes the costs associated with out-of-home placements, facilitates an evaluation of Statewide family preservation programs, and identifies areas of need across Maryland. This Report fulfills the requirement, pursuant to the Maryland Annotated Code, Human Services Article, §8-703, to annually produce a State Resource Plan "to enhance access to services provided by residential child care programs" and the 2016 Joint Chairmen's Report requesting an evaluation of "Maryland's family preservation programs in stemming the flow of children from their homes."

**National Governors Association Learning Lab** - Maryland was selected by the National Governors Association to serve as the model state for a best practices learning lab. The learning lab — "Fostering Cross-Sector Collaboration to Address the Health and Success of Children and Families" — was an opportunity for states to learn from key staff from another state (Maryland!) that has made significant strides on its policy priorities. In April 2016, the Governor's Office for Children hosted officials from the National Governors Association and the state teams to showcase what

## The Governor's Pillars of Excellence in Government

the Office and the Maryland Children's Cabinet are doing to advance child well-being and Governor Hogan's goal of assisting youth and families on a pathway to economic stability and opportunity. In November 2016, staff from the Governor's Office for Children were again invited to address the learning lab teams from the states of Virginia, Illinois, and Iowa to discuss fostering cross-sector collaborations to address educational, social, economic, and environmental factors that improve the health and overall success of children and families in their respective states.

**Technical Assistance to the Illinois and Virginia Children's Cabinets** - Over the past year and a half, the Office has been asked to provide technical assistance to both the newly-formed Virginia Children's Cabinet and the Illinois Children's Cabinet. Both states have adopted the Children's Cabinet model from Maryland to improve coordination between child- and family-serving agencies in their respective states. The success of the Children's Cabinet framework in Maryland is clearly recognized as a model worthy of replication. The technical assistance provided to both Illinois and Virginia helped position those states to implement a variety of new practices to strengthen child and family services.

**Governor's Office for Children's Legislative Activity** - The Governor's Office for Children proposed five departmental bills in the 2016 legislative session. Four of the five bills successfully passed, three of which were related to restructuring the Governor's Office for Children's participation on various duplicative or unnecessary workgroups, committees, or advisory boards. House Bill 446 restructured the Maryland Youth Advisory Council, a council composed of student leaders in Maryland that advises the Maryland General Assembly and Executive Department on the youth perspective related to policy and the legislative process.

### Promoting Sound Child and Family Policy



## The Governor's Pillars of Excellence in Government

### IMPROVING CUSTOMER SERVICE

The Governor has prioritized improving customer service as a fundamental pillar of his governing strategy through the new Customer Service Initiative. The Office's work facilitating greater coordination between State agencies, our local partners, and the citizens we serve are communications strategies aimed at improving customer service.

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**National Governors Association Learning Lab Presentation** - The Office was asked by the National Governors Association to present at a Social Determinants Learning Lab for States on Maryland's use of data and the role it plays in decision and policy-making in the State. Office staff presented on the Results Scorecard and its implementation as an accountability structure for Local Management Boards and State agencies.

**National Governors Association Presentation on the Impact of Incarceration** - The Office was invited to present at a National Governors Association Policy Institute for Governors' Human Services Advisors on the State's work to reduce the impact of parental incarceration on children and families, including the provision of technical assistance to each of Maryland's Local Management Boards and coordinating cross-agency efforts to improve communication between children in the foster care system and their biological parents in instances when their parents are incarcerated or involved in the criminal justice system.

### Communications and Outreach

**Cross-Systems Partnership Day** - The Governor's Office for Children in conjunction with Rural CARES, a System of Care Collaborative, and Eastern Psychological Services sponsored a day of training and discussion on the Eastern Shore. The Local Management Boards from the Eastern Shore, the Governor's Office for Children, and various local government entities and stakeholders convened in August, 2016, to strengthen interagency cooperation at the local level. Participants strategized around new partnerships to address the four Strategic Goals and how to improve existing communications.

**Maryland Youth Advisory Council** - During the 2016 legislative session, the Council provided testimony before various House and Senate committees and received a favorable outcome with the passage of SB103/HB446, restructuring the Maryland Youth Advisory Council. The Council supported the passage of two additional pieces of legislation supporting student members of the Boards of Education in Talbot (SB16/HB226) and Montgomery Counties (HB87). The Council began its Community Conversation series to engage young people in creating community change and share the thoughts and ideas of Maryland youth with the Governor, State agencies, legislators, and communities. The Council hosts monthly Community Conversations in locations around the State.

# The Governor's Pillars of Excellence in Government

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
<b>HOW MUCH DID WE DO?</b>		
<ol style="list-style-type: none"> <li>1. <u># of Trainings and technical assistance sessions</u></li> <li>2. <u># of newsletters, blog posts and other outreach activities</u></li> </ol>	<ol style="list-style-type: none"> <li>1. # of collaborative grant applications</li> <li>2. # of joint or interagency presentations</li> <li>3. # of memos on research and best practices shared with other agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. # of collaborative activities (writing projects, presentations)</li> <li>2. # of networking or referrals shared</li> <li>3. # of resources and items of interest shared</li> </ol>
<b>HOW WELL DID WE DO IT?</b>		
<ol style="list-style-type: none"> <li>1. % of quality resources shared by the Office with the Boards</li> <li>2. % of new Board staff oriented</li> <li>3. <u>% of work (phone calls, emails, etc.) completed on time</u></li> <li>4. <u>% of training and technical assistance participants who found the assistance valuable</u></li> </ol>	<ol style="list-style-type: none"> <li>1. % of staff reporting positive staff morale</li> <li>2. % of new agency request for data, research and other information</li> </ol>	<ol style="list-style-type: none"> <li>1. % of staff reporting there are adequate opportunities for training</li> <li>2. % of staff who feel their work is valued</li> <li>3. % of staff who feel relevant information is shared on a regular basis</li> </ol>
<b>IS ANYONE BETTER OFF?</b>		
<ol style="list-style-type: none"> <li>1. % of local jurisdictions and agencies that use the Boards as the primary or preferred mechanism for community assessment, funding, convening, data, etc.</li> <li>2. % of Boards with diversified funding</li> <li>3. % of Children's Cabinet funded programs that demonstrate improvements in client outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. % of grant applications funded</li> <li>2. % of Children's Cabinet 3 Year Plan goals accomplished or implemented</li> </ol>	<ol style="list-style-type: none"> <li>1. % of staff who report a respectful office environment that supports trust and communication</li> <li>2. % of staff who like coming to work</li> <li>3. % of staff who report that their work contributes to the mission of the Office</li> </ol>

## LOCAL MANAGEMENT BOARDS

The first Local Management Boards (Boards) were established during the mid-1990s in an effort to change the way services were provided to children and families in their communities. The Boards were charged with identifying priorities and targeting resources for a jurisdiction's communities. The major focus was to increase local authority to plan, implement, and monitor child and family services.

Today, the core function of the Local Management Boards remains identifying priorities and targeting resources for a jurisdiction's communities. The Boards serve as the coordinator of collaboration for child and family services. Boards bring together local child-serving agencies, local child care providers, clients of services, families, and other community representatives to empower local stakeholders in addressing the needs of and setting priorities for their communities. There is a Local Management Board in each County and Baltimore City.

Local Management Boards have engineered changes in their communities that resulted in a better quality of life for children and families. To date, the Boards have:

- Led the way in returning and diverting children from out-of-State residential placements
- Administered funding for interagency services provided to children at-risk of out-of-home placements
- Increased collaboration between local stakeholders and agencies serving children and families
- Served as the coordinating and administering agency for programs that serve the community

During the past two years, the Local Management Boards have engaged in an extensive community planning process to address the populations identified by the Governor's Four Strategic Goals. Additional funding was made available in FY 2016 and FY 2017 to engage in community planning related to gaps in service and these populations. The Local Management Boards were able to showcase the potential for collective impact related to unaddressed local needs.

Currently, the Local Management Boards are engaged in the application process for FY 2018 funding. Base funding remains unchanged and can be allocated towards any programs or services that meet the requirements of the Notice of Funding Availability. Additional competitive funding is also available for the Local Management Boards to address one or more of the four Strategic Goals.



## LOCAL MANAGEMENT BOARDS

### **ALLEGANY COUNTY**

Local Management Board of Allegany Co., Inc.  
125 Virginia Avenue  
Cumberland, MD 21502  
301-783-1720  
301-722-0937 (fax)  
Website: [allegany.md.networkofcare.org/mh/services/agency.aspx?pid=LocalManagementBoardofAlleganyCounty\\_672\\_2\\_0](http://allegany.md.networkofcare.org/mh/services/agency.aspx?pid=LocalManagementBoardofAlleganyCounty_672_2_0)

### **ANNE ARUNDEL COUNTY**

Anne Arundel County Partnership for Children,  
Youth and Families  
1 Harry S. Truman Parkway, Suite 103  
Annapolis, MD 21401  
410-222-7423  
410-222-7674 (fax)  
Website: [www.aacounty.org/Partnership](http://www.aacounty.org/Partnership)

### **BALTIMORE CITY**

Family League of Baltimore City, Inc.  
2305 N. Charles Street, Suite 200  
Baltimore, MD 21218  
410-662-5500  
410-662-5517 (fax)  
Website: [www.familyleague.org](http://www.familyleague.org)

### **BALTIMORE COUNTY**

Baltimore County Local Management Board  
6401 York Road, 3<sup>rd</sup> floor  
Baltimore, MD 21212  
410-887-8727  
410-377-2935 (fax)  
Website: [www.baltimorecountymd.gov/Agencies/lmb](http://www.baltimorecountymd.gov/Agencies/lmb)

### **CALVERT COUNTY**

Calvert County Family Network  
30 Duke Street, Suite 101  
P.O. Box 1098  
Prince Frederick, MD 20678  
410-414-5997  
410-414-5998 (fax)  
Website: [md-calvertcounty.civicplus.com/index.aspx?nid=91](http://md-calvertcounty.civicplus.com/index.aspx?nid=91)

### **CAROLINE COUNTY**

Caroline Human Services Council, Inc.  
317 Carter Avenue, Suite 100  
Denton, MD 21629  
410-479-4446  
410-479-4617 (fax)  
Website: [carolinelmb.com/](http://carolinelmb.com/)

### **CARROLL COUNTY**

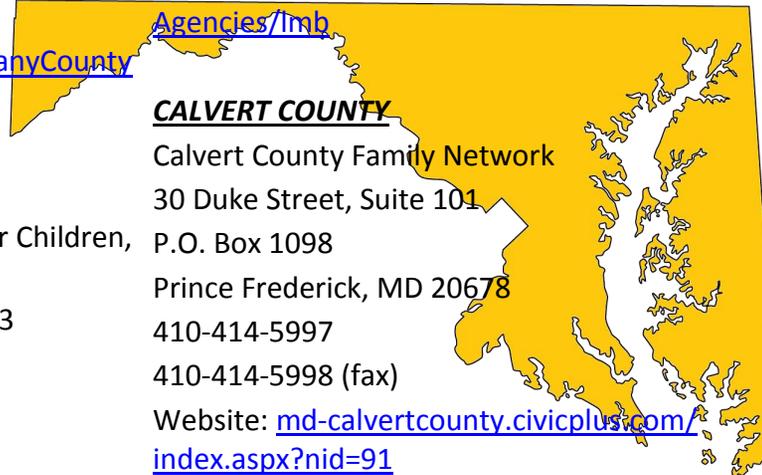
Carroll County Local Management Board  
10 Distillery Drive, Suite 101  
Westminster, MD 21157  
410-386-3600  
410-876-5255 (fax)  
Website: [www.carrollfamilies.org](http://www.carrollfamilies.org)

### **CECIL COUNTY**

Cecil Co. Department of Community Services  
200 Chesapeake Boulevard  
Elkton, MD 21921  
410-996-8430

### **CHARLES COUNTY**

Charles County Advocacy Council for Children,  
Youth and Families  
8190 Port Tobacco Road  
Port Tobacco, MD 20677  
301-396-5244  
301-934-0107 (fax)  
Website: [www.charlescountymd.gov/local-management-board/charles-county-advocacy-council-children-youth-and-families-local-management](http://www.charlescountymd.gov/local-management-board/charles-county-advocacy-council-children-youth-and-families-local-management)



**DORCHESTER COUNTY**

Dorchester County Local Management Board  
502 Court Lane, Room 103  
P.O. Box 26  
Cambridge, MD 21613  
410-228-0281  
Website: [www.docogonet.com/index.php?page=local\\_management\\_board](http://www.docogonet.com/index.php?page=local_management_board)

**FREDERICK COUNTY**

Frederick Co. Office for Children and Families  
5370 Public Safety Place, 3<sup>rd</sup> Floor  
Frederick, MD 21704  
301-600-3536  
301-600-1636 (fax)  
Website: [www.frederickcountymd.gov/ocf](http://www.frederickcountymd.gov/ocf)

**GARRETT COUNTY**

Garrett County Health Department  
1025 Memorial Drive  
Oakland, MD 21550  
301-334-7440  
Website: [garretthealth.org/local-management-board/](http://garretthealth.org/local-management-board/)

**HARFORD COUNTY**

Harford Co. Department of Community Services—Local Management Board  
125 N. Main Street  
Bel Air, MD 21014  
410-638-3389  
410-638-4965 (fax)

Website: [www.harfordcountymd.gov](http://www.harfordcountymd.gov)

**HOWARD COUNTY**

Howard Co. Office of Local Children’s Board  
6751 Columbia Gateway Drive, Suite 303  
Columbia, MD 21046  
410-313-6424 (fax)  
Website: [howardcountymd.gov/communityresources](http://howardcountymd.gov/communityresources)

**KENT COUNTY**

Family and Community Partnerships of Kent County  
115 S. Lynchburg Street, Suite F  
Chestertown, MD 21620  
410-810-2673  
410-810-2674 (fax)  
Website: [www.kentcounty.com/committees/lmb](http://www.kentcounty.com/committees/lmb)

**MONTGOMERY COUNTY**

Montgomery County Collaboration Council for Children, Youth and Families, Inc.  
1801 Research Boulevard, Suite 103  
Rockville, MD 20850  
301-610-0147  
301-610-0148 (fax)  
Website: [www.collaborationcouncil.org](http://www.collaborationcouncil.org)

**PRINCE GEORGE'S COUNTY**

Prince George's Co. Commission for Children, Youth and Families  
6420 Allentown Road, Suite 46  
Camp Springs, MD 20748  
301-265-8401  
301-248-0719 (fax)  
Website: [www.princegeorgescountymd.gov/1635/Children-Youth-Families-Division](http://www.princegeorgescountymd.gov/1635/Children-Youth-Families-Division)

**QUEEN ANNE'S COUNTY**

Queen Anne's County Community Partnerships for Children and Families  
104 Powell Street  
Centreville, MD 21617  
410-758-6677  
410-758-6904 (fax)  
Website: [www.communitypartnerships.info](http://www.communitypartnerships.info)

**ST. MARY'S COUNTY**

St. Mary's County Department of Aging & Human Services  
23115 Leonard Hall Drive  
P. O. Box 653  
Leonardtwn, MD 20650  
301-475-4200 ext. 1848  
301-475-8485 (fax)  
Website: [stmarys.md.networkofcare.org/family](http://stmarys.md.networkofcare.org/family)



**SOMERSET COUNTY**

Somerset County Local Management Board  
8928 Sign Post Rd., Suite 1  
Westover, MD 21871  
410-651-2824  
410-651-2963 (fax)  
Website: [www.sclmb.org](http://www.sclmb.org)

**TALBOT COUNTY**

Talbot Family Network  
c/o County Manager's Office  
South Wing - Courthouse  
11 N. Washington Street  
Easton, MD 21601  
410-770-6869  
Website:  
[www.talbotcountymd.gov/index.php?page=talbot\\_family\\_network](http://www.talbotcountymd.gov/index.php?page=talbot_family_network)

**WASHINGTON COUNTY**

Washington County Office of Community Grant Management  
33 W. Washington Street  
Hagerstown, MD 21740  
240-313-2040  
240-313-2091 (fax)  
Website: <http://>

[www2.washco-md.net/grant\\_man/lmb\\_about.shtm](http://www2.washco-md.net/grant_man/lmb_about.shtm)

**WICOMICO COUNTY**

Wicomico Partnership for Families and Children  
125 N. Division Street  
Salisbury, MD 21801  
410-546-5400 ext.1810  
Website:  
[www.wicomicocounty.org/140/Local-Management-Board-Wicomico-Partners](http://www.wicomicocounty.org/140/Local-Management-Board-Wicomico-Partners)

**WORCESTER COUNTY**

Worcester County Initiative to Preserve Families  
6040 Public Landing Road  
P.O. Box 129  
Snow Hill, MD 21863  
410-632-3648  
410-632-2869 (fax)  
Website:  
[www.worcesterchildren.org](http://www.worcesterchildren.org)



**Governor's Office for Children  
100 Community Place  
Crownsville, Md. 21032  
410-697-9235  
Info.goc@maryland.gov  
Website: [www.goc.maryland.gov](http://www.goc.maryland.gov)**

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