

ANNUAL REPORT



State of Maryland Governor's Office for Children FY 2007

Martin O'Malley
Governor

Anthony G. Brown
Lieutenant Governor

Arlene F. Lee
Executive Director



The Children's Cabinet and the Governor's Office for Children

Vision

Children's Cabinet: All Maryland's children will be successful in life.

Governor's Office for Children: Maryland will achieve child well-being through interagency collaboration and state/local partnerships.

Mission

The Children's Cabinet, led by the Executive Director of the Governor's Office for Children, will work collaboratively to create and promote an integrated, community-based service delivery system for Maryland's children, youth and families. Our mission is to improve the well-being of Maryland's children.



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Message from the Governor

July 1, 2007

Dear Citizens of Maryland:

I want to thank all of the people working in our State and local child-serving agencies, child advocacy programs and community-based youth organizations for your tremendous effort on behalf of the children of Maryland.

In this new time of possibility for Maryland, we are excited about the partnership between the Governor's Office for Children, the Local Management Boards and the Children's Cabinet. Together, they have helped us to create policy and initiate programs that best serve the needs of our children. This three pronged approach to service is being reinforced by StateStat, a system of performance measurement that will help us monitor progress, program effectiveness and trends. I recognize and appreciate the efforts of the Children's Cabinet, the Governor's Office for Children and the Local Management Boards in forming an effective partnership. Together, they are laying ground work for creating a seamless service delivery system for Maryland's youth.

At the same time, numerous bills were passed by the 2007 General Assembly that will help us to build a stronger foundation for our children. For instance, in the area of education, we fully funded the Thornton Commission Plan, secured \$400 million for K-12 school construction, increased funding for higher education by \$166 million while providing \$32 million for community colleges, and we committed \$5.2 million to support K-12 students and improve teachers' salaries and pensions.

Together, we will create and enact supportive policies to improve the outcomes and opportunities of our children. With a strong foundation and a belief in themselves, our children can reach their fullest potential. Together, that is the fundamental vision we will advance as One Maryland.

Sincerely,



Martin O'Malley
Governor



Message from the Executive Director

July 1, 2007

Dear Governor O'Malley and the Citizens of Maryland:

It is my pleasure to submit to you our FY 2007 Annual Report. The Governor's Office for Children (GOC) experienced a number of exciting accomplishments over the last fiscal year and is excited about the work ahead. This report offers an overview of GOC, background on each of the four components of GOC and highlights and accomplishments within each component, overview of the Children's Cabinet, and highlights and accomplishments from each of the 24 Local Management Boards (LMBs).

GOC works diligently with the LMBs to coordinate an interagency approach to serving children and families at the State and local level. I am most proud of the accomplishments of the LMBs and ask that you pay special attention to their hard work!

Again, it is with great pride that I present to you GOC's FY 2007 Annual Report detailing our rewarding past year. I look forward to GOC's continuing work with the State's child and family serving agencies, as well as our other local, state, and national public and private partners. Together, I am confident we will make a difference for all of Maryland's children and families.

Sincerely,



Arlene F. Lee
Executive Director



The Governor's Office for Children & The Children's Cabinet

The Governor's Office for Children's FY07 Accomplishments:

- Conducted five Single Point of Entry classes, training approximately 300 potential new providers. As of June 14, 2007, 291 new and revised proposals were received.
- Served 211 children through the Community Services Initiative (as of May 30, 2007).
- Issued an Invitation to Negotiate Integrated Local Systems of Care, and, following negotiations, issued awards for FY07 funding for local access mechanisms, new wraparound pilot sites and resource development for community-based residential placements.
- Published a Final State Resource Plan, Joint Chairmen's Report on Out-of-Home Placements and Family Preservation Services, and the Maryland's Results for Child Well-Being.
- Launched the Fiscal Spending Plan in SCYFIS to track the dollars authorized and spent on children with special needs.
- Established and convened the Maryland Youth Council.
- Conducted 15 monitoring site visits and nine remediation site visits.

What is the purpose of the Governor's Office for Children?

The Governor's Office for Children (GOC) has a clear purpose that is built upon: (1) the systems reform initiative; (2) the work of the Local Management Boards (LMBs); and (3) the utilization of results and indicators.

Since the inception of the office via Executive Order on June 9, 2005, GOC has worked to:

- Inform and support the collective and specific work of the Children's Cabinet;
- Promote values, policies and practices that continually advance the well-being of Maryland's children and families;
- Partner with LMBs to plan, coordinate and monitor the delivery of integrated services along the full continuum of care, and oversee the use of Children's Cabinet interagency funds in accordance with policies and procedures established by the Children's Cabinet; and
- Assist the Children's Cabinet in the allocation of any funds assigned to the Children's Cabinet for distribution as grants to any state agency, local government or organization, LMB, or private organization.

GOC is structured around four main components: (1) Integrated Systems of Care; (2) Data Collection/SCYFIS; (3) Fiscal Accountability; and (4) Local Management Boards.

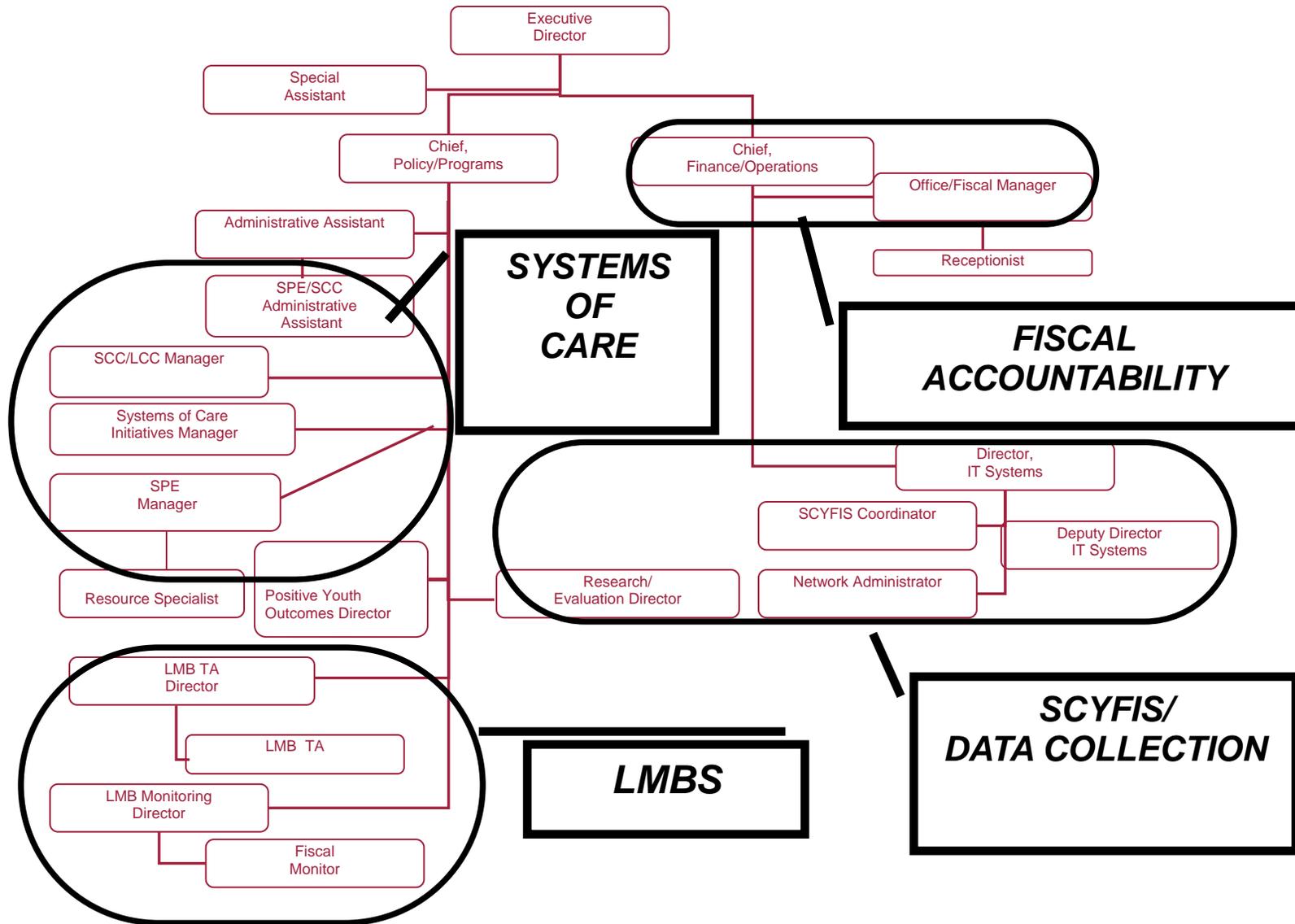


What is the Children's Cabinet?

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 from the departments of Budget and Management, Disabilities, Health and Mental Hygiene, Human Resources, and Juvenile Services, as well as the Superintendent of the Maryland State Department of Education. The Executive Director of the GOC chairs the Children's Cabinet.

Governor's Office for Children Organizational Chart



Maryland Results for Child Well-Being and Results Accountability

The Children's Cabinet & Results Accountability

The Children's Cabinet has adopted the Results Accountability planning process. This process focuses planning, decision-making and budgeting on the results that a community is trying to achieve. Results Accountability planning involves answering a series of questions for population accountability. The results and indicators are the foundation for the operation of GOC and the Children's Cabinet.

The Governor's Office for Children (GOC) has been focused around the results-based framework. Since 1996, Maryland has used a results-based framework to advance the well-being of children and families. A results-based framework is an approach to decision-making, budgeting and accountability that involves the selection of a set of desired conditions of well-being for children and families within a community. To help measure Maryland's progress towards meeting each of these results, 25 indicators were identified. Indicators are used to assess and understand the current status of children and families and how trends emerge over time. They are also used to select priority areas and set goals for the improvement of child and family well-being.

GOC uses these results and indicators to bring partners from different agencies and the community together around strategies that will most impact an indicator; elevate discussions and planning to a higher level of impact and shared responsibility; and allow state and local partners to prioritize what makes the most sense on a state level and in a local jurisdiction. The results and indicators are also used to address the needs of the whole child, not just a part of the child's life targeted by a specific agency.

Results Accountability: Population Accountability Questions

- What results are we trying to achieve?
- What are the indicators that tell us if we are making progress towards reaching the results we are trying to achieve?
- What do the data about these indicators tell us? Is the indicator getting better or worse?
- What is the story behind the data and the direction it is heading?
- Who are the partners who have a role to play in doing better?
- What strategies work to "turn the curve" & make things better?
- What is our action plan and budget?



Child Well-Being Results & Indicators

Babies Born Healthy

- o Low Birth Weight
- o Births to Adolescents
- o Infant Mortality

Healthy Children

- o Immunizations
- o Injuries
- o Deaths
- o Substance Abuse

Children Entering School Ready to Learn

- o Kindergarten Assessment

Children Successful in Schools

- o Academic Performance
- o Absence from School
- o Demonstrated Basic Skills

Children Completing School

- o Dropout Rate
- o High School Program Completion
- o High School Diploma
- o Graduation/School Completion of Children with Emotional Disturbances

Children Safe in their Families and Communities

- o Abuse or Neglect
- o Death due to Injury
- o Juvenile Violent Offense Arrests
- o Juvenile Serious Non-Violent Offense Arrests
- o Domestic Violence

Stable & Economically Independent Families

- o Child Poverty
- o Single Parent Households
- o Out-of-Home Placements
- o Permanent Placements
- o Homeless Adults & Children

Communities that Support Family Life

- o Indicators Selected Locally

For copies of *Maryland's Results for Child Well-Being* as well as jurisdictional level data, please visit: www.goc.state.md.us.

Integrated Systems of Care: Single Point of Entry, State Coordinating Council, and Systems of Care Initiatives

What are integrated systems of care?

In integrated systems of care, mental health, education, child welfare, juvenile services, and other agencies work together to ensure that children with mental health, emotional, and behavioral problems and their families have access to services and supports they need to succeed. A true system of care (SOC) initiative is about partnership—on the State level, on the local level, and between the State and local jurisdictions.

It is critical to understand that SOC is not a practice model; rather, it is a philosophy or overarching structure that guides the interventions provided to children and their families. Services provided in the system of care are designed to ensure that all children can be successful no matter their level of need; it is also designed to make it easier for families to get the services they need.

The Governor's Office for Children supports integrated systems of care through a focus on the State Coordinating Councils/Local Coordinating Councils, Single Point of Entry, and the Systems of Care Initiative.



Systems Reform Movement: Historical Perspective

The Systems Reform Movement began in Maryland more than a decade ago with the challenge of changing the way services were provided to the children and families in the communities. The goals of systems reform were to:

- Change the way services are provided to children and families, and to move toward comprehensive, home and community-based and family-focused services;
- Change the way decisions about services are made to an interagency, collaborative, results-based approach that facilitates public/private partnerships; and
- Change the way services are funded by de-categorizing funding and redirecting spending from "deep end" out-of-home placement services, and, therefore, providing more flexibility for funding decisions based on outcomes.

The philosophy of the Governor's Office for Children (GOC) is to build on the lessons learned from the systems reform movement to better undertake the Integrated Systems of Care Initiative.

Core Values of Systems of Care

-The SOC should be *child-centered* and *family-driven*, with the needs of the child and family dictating the types and mix of services provided.

-The SOC should be *community-based*, with the locus of services as well as management and decision-making responsibility resting at the community level.

-The SOC should be *culturally and linguistically competent*, with agencies, programs, and services that are responsive to the cultural, racial, and ethnic differences of the populations they serve

2007 Children's Cabinet Mental Health Initiatives & Accomplishments

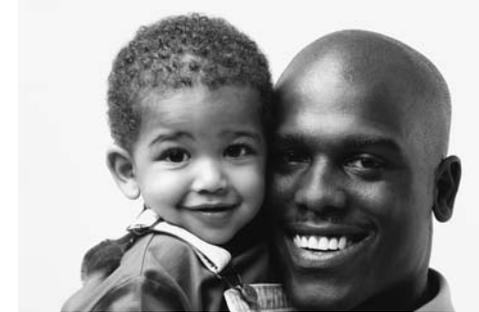


- Creating local access mechanisms for families in every jurisdiction, so parents and caregivers have easy access to help.
- Expanding the network of family and systems navigators to help parents and caregivers work with multiple agencies to secure the services their children need.
- Expanding our Wraparound initiative; providing for care coordination in the context of community-based services children with intensive needs.
- Expanding early childhood mental health screenings in Maryland preschools, day care centers, and other early childhood settings to identify and address developmental, behavioral and mental health needs at the earliest stages.

Integrated Systems of Care: Single Point of Entry

Resource Development and Licensing Committee (RDLC)

RDLC is a standing committee of the Children's Cabinet and it is staffed by GOC. This collaborative interagency committee consists of Children's Cabinet partners and representatives from the private sector. RDLC is responsible for providing a coordinated approach to the development and implementation of licensing and monitoring policy for community-based homes, and resource development. The committee also supports Single Point of Entry (SPE) through consultation from child-serving agencies that license group homes. During FY07, the RDLC completed work on the uniform licensing application and monitoring tool which is now used by all state agencies for the licensing and monitoring of residential child care facilities (group homes). The committee, in collaboration with a broad cross section of providers, revised the Levels of Intensity system for the first time since its creation in 1991. The new system provides more precise definitions and criteria for each separate service category in order to permit better matching of youth and programs.



Single Point of Entry (SPE)

The Governor's Office for Children (GOC) serves as a single point of entry to prospective providers who wish to establish residential child care programs, and current providers who wish to expand existing residential child care programs. Through this process, GOC coordinates the licensing process for youth residential care facilities for Maryland's state child-serving agencies. As a single point of entry, GOC:

- Provides information to persons interested in operating a residential child care program on the licensing, rate setting, contracting and purchase of bed processes;
- Accepts proposals from persons interested in developing a residential child care program;
- Serves as the point of registration for established providers interested in expanding their residential childcare programs;
- Coordinates the review of proposals and requests for registration among the agencies; and
- Designates a licensing agency to process each completed proposal or request for registration received by the office.

The SPE process acts as the "gatekeeper" to an efficient and effective mechanism for licensing residential childcare facilities. This process assures that qualified providers and sound programs are identified and presented to the licensing agencies. Information regarding corrective actions and sanctions is shared between agencies that license or contract with a program, and other agencies that may place or otherwise serve a child in that program.

SPE FY07 Accomplishments/Highlights

- Sessions were scheduled in different regions of the State in an effort to emphasize the particular needs of each region and to encourage potential providers to develop resources where they are needed most.
- 30% of the proposals received were for identified priority areas.
- Five regular SPE classes were held: Two in Baltimore City, and one each in Washington County, Anne Arundel County and Montgomery County.
- Approximately 300 potential new providers were trained.
- Proposals are now submitted electronically through the SCY-FIS system.
- As of June 14, 2007, 291 new and revised proposals were received.
- As of June 14, 2007 20 proposals have been sent to licensing agencies.
- As of June 14, 2007, 38 current providers requested expansions of existing programs and 20 were approved.
- The Single Point of Entry Manager was involved in the Invitation to Negotiate process for Resource Development funds and is providing technical assistance to the jurisdictions that received those funds.

State Coordinating Council and Local Coordinating Councils

The State Coordinating Council (SCC) and the Local Coordinating Councils (LCCs) were established in the 1980s as a result of the State's long-standing concern for children who are placed in residential treatment. The SCC is comprised of Cabinet-level Secretaries of Maryland's child-serving Agencies, or their designees, and a parent advocate. The LCCs include local representatives from each of the public child-serving agencies and either a parent of a child with special needs or a member of a local parent advocacy group. The LCCs review all cases of youth placed into in-state residential placements and out-of-state placements with State and local funding, and SCC approval is required for all out-of-state placements. By reviewing these cases, the LCCs and SCC can help identify resources that may allow youth to remain in their homes and communities while receiving needed treatment and services. At the beginning of FY07, there were 200 youth in out-of-state placements.



The goals of the State Coordinating Council and the Local Coordinating Councils are to:

- Combine the resources of various agencies to improve services to children in need of residential placement;
- Foster the development of resources necessary to serve children with special needs in Maryland;
- Promote interagency coordination in the provision of services;
- Ensure that State funds for the residential placement of children with special needs are allocated in accordance with Article 49D, and other relevant State and federal laws;
- Develop interagency plans of care for children to assure placement in the least restrictive environment is appropriate; and
- Recommend and facilitate the development of new and enhanced community-based programs to serve children with disabilities who might otherwise remain in restrictive placements that are distant from their families and communities.



Community Services Initiative (CSI)

As a resource to help reduce the number of children in out-of-state placements and in-state residential placements, CSI funding is used by the Local Coordinating Councils to provide intensive community-based services to children. CSI funding allows children to receive residential level of care treatment while remaining in or close to their homes and families.

-As of May 30, 2007, approximately 211 children were served during FY07.

-In FY06, approximately 263 children were served. (Due to errors in reported data, the previously reported number was found to have overestimated the number of youth served in FY06).



Integrated Systems of Care: Systems of Care Initiative

Systems of Care Initiative (SOCI) Committee

The SOCI Committee works to implement the recommendations of the HB 1386 (2002) and the Council on Parental Relinquishment of Custody to Obtain Health Care, to support the work of the Transformation Grant housed in the Mental Hygiene Administration, and to partner with Local Management Boards (LMBs) to create local, integrated systems of care. The SOCI Committee provides recommendations to the Children's Cabinet Results Team for the implementation of Systems of Care throughout the State. SOCI remains dedicated to implementing evidence-based and promising practices, and to ensuring that children and families are active participants in the planning and implementation process.

Major Systems of Care Initiative Accomplishments in 2007

-An Invitation to Negotiate Integrated Local Systems of Care (ITN) was issued by GOC on behalf of the Children's Cabinet to LMBs. State and local negotiation teams, representing child-serving agencies, families and community organizations, participated in mutual gains negotiation sessions to determine the allocation of the funding. The ITN contained FY07 funding for Local Access Mechanisms (\$1.8 million), new "wraparound pilot sites" (\$500,000), and Resource Development for Community-Based Residential Placements (\$1 million). Twenty responses to the ITN were received, and all twenty-four LMBs received funding.

-The Innovations Institute at the University of Maryland, Baltimore continued to work with GOC, the SOCI Committee and the Children's Cabinet to develop curricula for trainings to be offered to family/systems navigators, wraparound practitioners, LMB staff, child-serving agency staff, and other stakeholders on such topics as Maryland's Systems of Care, High-Fidelity Wraparound, cultural competence, and family and youth partnerships. Trainings were offered beginning in January 2007.

-The Family Partnership Subcommittee of the SOCI Committee created and disseminated a brochure entitled, "Guidelines and Definitions of Family Partnership in Developing Integrated Local Systems of Care."



High-Fidelity Wraparound

High-fidelity wraparound is a family-centered, community-oriented, strengths-based, highly individualized planning process that relies on a balance of formal and informal or natural supports to help children and families achieve important outcomes while they remain, whenever possible, in their homes and communities. It involves a commitment on the part of participants to a single, unified plan across life domains. Flexible funding and the ability to leverage resources are hallmarks of this service delivery model, as is care coordination/management. Baltimore City and Montgomery County were the first two LMBs to pilot Wraparound using care management entities to manage the delivery system and plans for care for "deep-end" children. The LMB of St. Mary's County, Inc. became the newest pilot site in FY07, and the Wicomico County LMB received funding to enhance their existing wraparound service delivery. Several other LMBs are working toward becoming sites in the future.

Terms & Definitions in Maryland's Systems of Care:

Local Access Mechanism: A Local Access Mechanism (LAM) helps to connect families and youth with services and supports in their communities. The LAM is open to all families, and may provide information and referral services through a website, phone number, and/or a drop-in center. Some LAMs in Maryland are also offering systems/family navigation services, to provide additional assistance to those families that are having difficulty identifying resources or connecting with services.

Family Navigator: A family navigator is a legacy parent or primary caregiver who is caring for or has cared for a child with mental health needs and/or developmental disabilities, including a child with "intensive needs" as defined in COMAR 14.31.01.02. The family navigator works within the Local Access Mechanism and assists the family in identifying strengths and needs and obtaining necessary services.

Systems Navigator: A systems navigator is a professional or paraprofessional (not necessarily a legacy parent or primary caregiver who is caring for or has cared for a child with mental health needs and/or developmental disabilities, including a child with "intensive needs" as defined in COMAR 14.31.01.02) who performs systems navigation functions within the Local Access Mechanism.

Fiscal Accountability and Data Collection

Fiscal Accountability and Data Collection



Maryland is one of many states realizing how crucial specific goals and measures are in order to ensure accountability while gauging the progress of our children and their quality of life. We must look at results that show us that our children are healthy, well-educated, and safe, which are the foundation on which we build our strate-

gies to improve the outcomes of Maryland's children and families. Results Accountability and decision-making requires data that is necessary to make informed decisions. Cost accounting must demonstrate how program requirements are being met, as well as demonstrate outcomes. GOC fiscal staff members have established the management structure, controls and guidance that assist the Children's Cabinet in setting fiscal-related goals and monitoring the performance of those goals.

Data Collection & SCYFIS Accomplishments

- A Final State Resource Plan was distributed in August 2006, and is a continuation of the work done for the SB711 (2004) report issued in 2005.
- A Joint Chairman's Report is produced annually concerning the number of children served and the costs associated with out-of-home placements, out-of-state placements, and an evaluation of family preservation efforts.
- Maryland's Results for Child Well-Being is published annually, containing 25 indicators of child well-being.
- Residential providers (e.g. treatment foster care, independent living, group homes, assisted living), that obtain their rates from the State Interagency Rates Committee, updated their provider profiles in SCYFIS during the Winter of 2007.
- The Fiscal Spending Plan was launched in SCYFIS to track the dollars authorized and spent on children with special needs (July 2005).



State Children, Youth and Families Information System (SCYFIS)

Through SCYFIS, GOC analyzes data for program improvement and reporting. SCYFIS is a web-based information system that helps Maryland keep track of the state-funded interagency services that are provided to children and their families. SCYFIS also assists frontline caseworkers from state agencies and psychiatric hospitals to communicate with each other in order to plan for children in State custody to be discharged from psychiatric hospitals. The Resource Directory in SCYFIS contains a listing of services specific to the needs of children and families that anyone can access through GOC's Website at www.goc.state.md.us. SCYFIS is also being used to manage the State's Group Home Licensing process.

GOC staff members work with state and local partners to design, develop, implement and maintain each module of SCYFIS. In addition, the staff conduct quarterly and on-site trainings for SCYFIS users. SCYFIS data is used for program improvement and reporting in areas such as out-of-home placement and family preservation.

SCYFIS Modules

- 1.) *Interagency Family Preservation* : SCYFIS is used by frontline case workers to document the efforts of the casework provided to families that will help them keep their children safely at home.
- 2.) *PHTSY (Psychiatric Hospitalization Tracking System for Youth)*: PHTSY provides the State with a comprehensive capacity to track and assist with the discharge planning of children admitted to the hospitals named in the "Lisa L." consent decree.
- 3.) *LCC/SCC (Local Coordinating Council/State Coordinating Council)*: The LCC/SCC module is designed to monitor children with special needs who are at risk of or receiving residential services (group home and above) in or out-of-state.
- 4.) *CSI (Community Services Initiative)*: The CSI module monitors the case plan and funding for children receiving CSI services.
- 5.) *GHLP (Group Home Licensing Process)*: The purpose of the GHLP is to provide a streamlined process and central source of information concerning group homes operating in Maryland.
- 6.) *Resource Directory*: The Resource Directory has been developed to provide general public and public agency workers with a directory of service providers for children and youth.

Ready by 21™ Initiative and the Maryland Youth Council

Youth Ready by 21™ Initiative

The Children's Cabinet, through the Governor's Office for Children (GOC), is addressing the needs of disconnected transition-aged youth. Transition-aged youth are young adults ages 18-21 who are moving from adolescence to adulthood and from high school to college, the military or the workforce. Most of Maryland's young adults make this transition successfully and pursue a productive satisfying future through education or employment. Some of Maryland's youth, however, are not working, not attending school and have no degree beyond high school. These young adults drift with minimal contributions to community life and may be more likely to experience incarceration, non-marital pregnancy, alcohol and drug dependence and may seek assistance from the adult public welfare system.

The Youth Ready by 21™ Initiative is focused on increasing the number of the number of Maryland's youth who are ready for continued learning, work and life by the age of 21. GOC is working in partnership with The Forum for Youth Investment, a nonprofit, nonpartisan organization, to ensure that all young people are Ready by 21™: ready for college, work and life.

Ready by 21™ Accomplishments/Highlights

- ◆ In October 2006, more than 40 government, nonprofit, community and youth leaders were brought together by the Children's Cabinet to begin an intensive year long leadership development process through Annie E. Casey's Leadership in Action Program (LAP).
- ◆ Youth Ready by 21™ LAP is focusing on using data to drive decision making to ensure young adults in Maryland transition to adulthood successfully and pursue a productive, satisfying future through education and/or employment.
- ◆ The Maryland Youth Council was established and convened.

Youth Council

The Maryland Youth Council was established through Executive Order 01.01.2006.10 to ensure that Maryland's young people are given a leadership role in creating meaningful change for themselves, their families and communities. More than twenty-four youth representatives from around the State are creating recommendations to the Children's Cabinet, which will assist state administrators to create and refine youth policies.



Local Management Boards: Background and Historical Information

Historical Background

Local Management Boards (LMBs) originated from Article 49D/Annotated Code of Maryland, which required that each jurisdiction create an LMB. On June 30, 2005, Article 49D sunset. To ensure collaboration and enhance integration on the local level, Executive Order 01.01.2005.34 was passed establishing the Governor's Office for Children (GOC). Since June 2005, each LMB has been certified based upon local action through resolution, Executive Order or legislation enacted to reestablish an LMB in each jurisdiction. During the 2006 Legislative Session, the General Assembly passed SB294/HB301 that was signed into law by Governor Ehrlich on May 2, 2006, reestablishing the LMBs in Article 49D.



What do Local Management Boards do?

Local Management Boards (LMBs) serve as the coordinator of collaboration for child and family services on the local level. They bring together local child-serving agencies, service providers, users of services, and other community representatives to empower local stakeholders in addressing the needs of and setting priorities for their communities. There is an LMB in each Maryland county and in Baltimore City. LMBs are either non-profit organizations or entities/units of local government. Eight LMBs are non-profit organizations, while the remaining 16 are instrumentalities of local government. Each LMB is overseen by a Board comprised of members from both the private sector and public agencies. Some Board members are mandated: the local government, the school system, the health department, the department of social services, the mental health/Core Services agency, and juvenile services. Other members are selected based on the LMB's by-law requirements and the knowledge and skills the member brings to the table.

LMBs do not provide direct services. Rather, the LMB's role is to ensure that services are coordinated and not duplicative. LMBs also measure the difference these services make in improving the well-being of children and families.

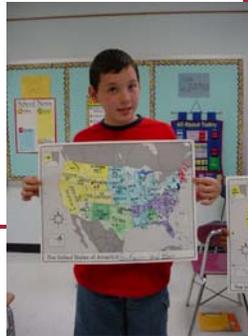
Funding for the LMBs comes from the Children's Cabinet Interagency Fund through a contract known as the Community Partnership Agreement (CPA). The CPA is established after an LMB conducts a community needs assessment, negotiates with the State, and makes a long-term commitment to produce improved outcomes in one or more of the State's eight result areas for child and family well-being. Although most LMBs receive the bulk of their funding from the Children's Cabinet Interagency Fund, supplementary funds and/or in-kind funding is sometimes provided by local governments and grants from other entities. In FY07, the Children's Cabinet Interagency Fund provided more than \$45,000,000 in funding to some LMBs who leveraged additional federal, local and foundation dollars.



Local Management Boards: The Role of GOC Technical Assistance and Monitoring

Technical Assistance (TA): GOC partners with Local Management Boards (LMBs) to support locally-developed plans for children and families. The GOC staff manages the distribution and provides oversight of the funds made available to the LMBs. GOC provides ongoing support with the infusion of Results Accountability and the implementation of effective practices by providing targeted training and technical assistance in capacity building; resource and program development; and implementation and administration.

Monitoring: The GOC Monitors conduct on-site monitoring visits of LMBs as their primary function. They work closely with the LMBs to complete on-site reviews, remediation, and provision of technical assistance. The Monitors determine the LMB's compliance in meeting contract requirements, as specified in the Community Partnership Agreement and vendor contracts; review compliance with appropriate federal, State and local regulations and the State of Maryland Policies and Procedures Manual for Local Management Boards; review expenditures of allocated Children's Cabinet Interagency funds; examine LMB program and fiscal monitoring of vendors providing services to children and families; and assess the technical assistance needs of the LMB. GOC Monitors continually refine the monitoring process and recently implemented a Quality Improvement Plan (QIP) that identifies areas of deficiency, provides recommendations for remediation, documents the LMB's corrective action, and establishes a timeline for completion of remediation.



GOC Monitoring Accomplishments

- Conducted 15 monitoring site visits. For these visits, the Monitors offered pre-monitoring meetings with the LMBs in preparation for the site visit and conducted debriefing conferences where a summary of preliminary findings were discussed by the participants.
- Conducted nine remediation site visits which included a modified fiscal review. The focus of the remediation visits was to ensure corrective action outline in the QIP had been implemented for deficiencies identified in the previous monitoring reports.

GOC Technical Assistance Accomplishments

- The TA team was fully-staffed with two GOC personnel and a contractual consultant.
- Using the Results Accountability (RA) framework, assisted LMBs with the development of performance measures for each GOC-funded program/strategy that were incorporated into the FY07 Community Partnership Agreement.
- Convened workgroups to develop standardized performance measures for commonly-funded LMB programs and initiatives, including Interagency Family Preservation, Community Services Initiative, truancy prevention and wraparound.
- Conducted ongoing technical assistance on RA, including continued meetings of the RA Trainers and Coaches group. This cadre of 23 trainers and coaches is available to assist LMBs and other stakeholders with implementing the RA framework.
- Provided three TA sessions to the LMBs on the Invitation to Negotiation a Community Partnership Agreement (ITN CPA) process. Through the ITN CPA, the LMB will: establish prioritized child well-being results and indicators for their jurisdiction; assess the jurisdiction's strengths, needs and gaps in services necessary to achieving the prioritized child well-being indicators; explore key strategies that will improve the results and indicators; and negotiate available Children's Cabinet Interagency funding to implement these strategies.
- Sponsored a session of the pre-service training required for family preservation caseworkers in Maryland. Through a contract with the University of Maryland School of Social Work, the six-module training and associated pre-competency tests were offered to 35 caseworkers who provide family preservation services funded through the LMBs.
- Co-facilitated various sessions of cultural competency training and roundtable discussions for GOC and LMB staff. Sessions focused on awareness of personal cultural lenses, organizational awareness and skill building.
- Developed an evaluation database for GOC with the Information Technology Team. Information from participant evaluations is collected at the conclusion of training and technical assistance sessions and entered into the database, allowing GOC staff to maintain participant feedback, monitor and review presentation performance, and plan for future trainings.

Committees and Councils under the Children's Cabinet

The Children's Cabinet:

- Arlene Lee, Executive Director (Chair), Governor's Office for Children (GOC)
- T. Eloise Foster., Secretary, Department of Budget & Management (DBM)
- Cathy Raggio, Secretary, Maryland Department of Disabilities (MDOD)
- John M. Colmers, Secretary, Department of Health and Mental Hygiene (DHMH)
- Brenda Donald, Secretary, Department of Human Resources (DHR)
- Donald W. DeVore, Secretary, Department of Juvenile Services (DJS)
- Nancy Grasmick, Ph.D., State Superintendent of Schools, MD State Dept. of Education (MSDE)

Advisory Council:

Arlene Lee, Executive Director (Chair), GOC
 Cathy Raggio, Secretary, MDOD, or designee
 Donald W. DeVore, Secretary, DJS, or designee
 Brenda Donald, Secretary, DHR, or designee
 Robert Garagiola, Senate Co-Chair, Joint Committee for Children, Youth and Families
 House Co-Chair, Joint Committee for Children, Youth and Families
 Bennett Connelly, Local Management Board Director, St. Mary's County
 Robert Pitcher, Core Service Agency Director, Frederick County
 Celia Serkin, Parent, Montgomery County
 Jim McComb, Executive Director, Maryland Association of Resources for Families and Youth
 Tim Griffith, Director, Department of Social Services, Baltimore County
 Hathaway Ferebee, Executive Director, Safe and Sound Campaign, Baltimore City
 Sheryl Menendez, Anne Arundel County
 Jane Dawson, Allegany County
 Leon Frison, Local Management Board Member, Kent County

Resource Development & Licensing Committee:

- Shelley Tinney, GOC (Chair)
- Marcia Andersen, Jennifer Baker, Bill Dorrill, Wendy Kanely, Gwen Winston & Al Zachik, DHMH
- Carmen Brown, Monica Harris, Bill Lee, & Ertha Sterling, DHR
- Juanita Hoyle & Alan Small, DJS
- Nancy Boone & Steve Sorin, MSDE, Interagency Rates Committee
- Sarah Spross, MSDE
- Kaya Swann, Family League of Baltimore City, LMB Representative
- Maisha Davis & Jim McComb, Maryland Association of Resources for Families and Youth (MARFY)
- Bill Towey, Maple Shade Residential Services, MANSEF Representative
- Beverly Ursic, Shorehaven, Inc., MANSEF Representative



Children's Cabinet Results Team:

MDOD

- o Lynell Otto (Voting Member)
- o Mary Fairchild (Alternate)

DBM

- o Whitney Obrig (Voting Member)
- o Cheri Gerard (Alternate)

DHMH

- o Emelda Johnson (Voting Member)
- o Dr. Al Zachik (Alternate)

DHR

- o Cathy Mols (Voting Member)
- o Carnitra White (Alternate)

DJS

- o Francis Mendez (Voting Member)
- o John Dixon (Alternate)

GOC

- o Arlene Lee (Chair/Voting Member)
- o Karen Finn (Alternate)

MSDE

- o Carol Ann Baglin (Voting Member)
- o Rosemary King Johnston (Alternate)

State Coordinating Council:

- Linda Carter, GOC (Chair)
- Christopher McCully, DBM
- Lynell Otto, MDOD
- Marcia Andersen, DHMH
- Diane Bolger, DHMH/DDA
- Stephanie Pettaway, DHR
- Jeannette Kinion, DJS
- Jodi King, MSDE
- Stephanie Maskovyak, Parent Advocate

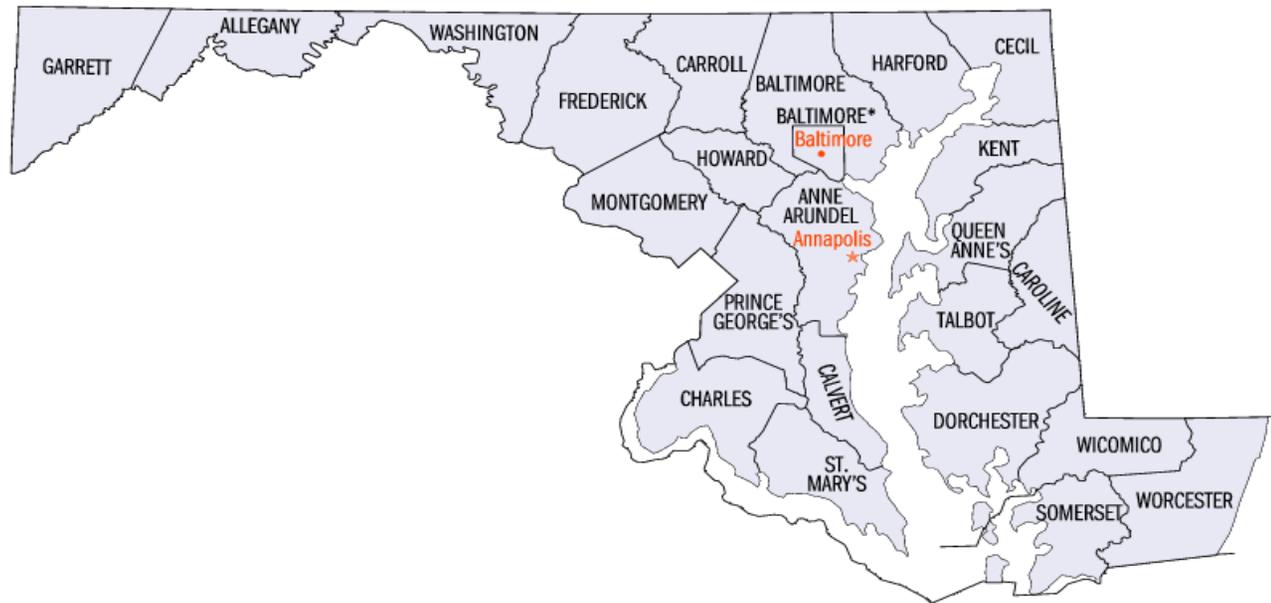
Governor's Office for Children Staff

Arlene F. Lee, Executive Director
Karen Finn, Chief, Programs and Policy
Scott Finkelsen, Chief, Finance and Operations
Candice Adams, Administrative Assistant
David Ayer, Director, Research and Evaluation
Linda Carter, Manager, State Coordinating Council/Local Coordinating Councils
Connie Colbert, SCC/SPE Administrative Assistant
Tracie Farrell, Director, LMB Monitoring
Deborah Goodman, SCYFIS Coordinator
Deborah Harburger, Manager, Systems of Care Initiatives
Sara Hunter, Special Assistant to the Executive Director
Rachel Indek, Intergovernmental Affairs
Sergey Kozlov, Network Administrator
Kim Malat, Director, LMB Technical Assistance
Anthony Newton, Fiscal Compliance Monitor
LaTonya Shacklett, Resource Specialist
Mary Beth Stapleton, Positive Youth Outcomes Director
Sandy Stevenson, Receptionist/Operations Administrative Assistant
Antoinette Thomas, Deputy Director, Information Systems
Garland Thomas, LMB Technical Assistance Specialist
Shelley Tinney, Manager, Single Point of Entry
Libby Tressler, Office/Fiscal Manager
Tony White, Public Information Officer
Interns: Tiffany Byrd, Cindy Fernandez, and Christina Gregg



GOC Staff Hard at Work with Interagency Partners!!!

Highlights & Accomplishments of Local Management Boards in the State of Maryland: FY 2007



Message from the Local Management Board Association Chairperson

July 1, 2007

Dear Governor O'Malley, Executive Director Lee and the Citizens of Maryland:

It is with great pride that I write this letter on behalf of the Maryland State Association of Local Management Boards (LMBs). As we reflect on the accomplishments the LMBs have achieved throughout the twenty-four jurisdictions in Maryland, we are proud of the progress we have made in responding to the needs of children and their families.

Focusing on the eight primary results areas for the well being of children, LMBs continue to address the diverse needs of local communities throughout the State. In responding to these needs, we have seen significant improvements in a number of key areas that have had a positive impact on our children. For example, during the past several years the State has experienced considerable gains in the number of children entering school ready to learn, an increase from 49% in 2001-2002 to 67% in 2006-2007. As a result of the investment LMBs have made in expanding local after school and community-based programs, a number of counties have also experienced a decrease in the of number of youth experimenting with alcohol and illegal substances.

Although these accomplishments have been extremely positive, we are keenly aware that there is still a significant amount of work to be done as we strive to improve outcomes for children. As a neutral convener of public, private, community, and faith-based partnerships, LMBs will continue to address issues impacting our youth including the alarming rate of juvenile crimes and arrests, the health disparities in the numbers of children who are not easily able to access affordable health care, and the increasing numbers of children who are disconnected from their families due to a lack of appropriate community supports.

The Maryland Association of Local Management Boards is eager and committed to accelerating our work on a local level, and we look forward to working with our state partners to ensure that children in Maryland are given the opportunity to thrive and to reach their fullest potential.

Sincerely,



Alice D. Harris
Chairperson, Maryland Association of Local Management Boards
Executive Director, Local Management Board of Anne Arundel County



Local Management Board Jurisdictional Profiles

Local Management Board Contact Information

Local Management Board of Allegany County, Inc.: <http://www.lmb.allconet.org>
Local Management Board of Anne Arundel County: <http://www.aacounty.org/localmgmtboard>
Family League of Baltimore City, Inc.: <http://www.flbcinc.org>
Baltimore County Local Management Board: <http://www.baltimorecountymd.gov/Agencies/lmb>
Calvert County Family Network: <http://www.co.cal.md.us/residents/health/family>
Caroline Human Services Council, Inc.: <http://www.cchsc.org>
Carroll County Local Management Board: <http://www.carrollfamilies.org>
Cecil Partnerships for Children, Youth and Families: <http://www.cecilpartnerships.org>
Charles County Human Services Partnership: <http://www.charlescounty.org/hsp>
Dorchester County Local Management Board: <http://docogonet.com/index.php>
Frederick County Office for Children and Families: <http://www.co.frederick.md.us/ocf>
Garrett County Partnership for Children and Families, Inc.: <http://garrettpartnership.org>
Harford County Partnership for Families, Inc.: <http://www.partnershipforfamilies.org>
Howard County Local Children's Board: http://www.co.ho.md.us/OCS/CS_ChildrensServices.htm
Local Management Board for Children's and Family Services in Kent County: <http://www.kentcounty.com/lmb/>
Montgomery County Collaboration Council for Children, Youth and Families: <http://www.collaborationcouncil.org>
Prince George's County Commission for Children, Youth and Families: <http://www.co.pg.md.us/Government/AgencyIndex/FamilyServices>
Queen Anne's County Community Partnerships for Children and Families: <http://www.communitypartnerships.info>
Local Management Board of Saint Mary's County, Inc.: <http://stmarys.md.networkofcare.org/family/home>
Somerset County Local Management Board: <http://www.sclmb.org>
Talbot Family Network: <http://www.talbotcountymd.gov>
Washington County Community Partnership for Children and Families: <http://www.wccp-online.org>
Wicomico Partnership for Children and Families: <http://www.wicomicocounty.org>
Worcester County Initiative to Preserve Families: <http://www.worcesterchildren.org>



Commonly Used Acronyms in the Local Management Board (LMB) Profiles

ASP: After School Program	HF: Healthy Families
CAC: Child Advocacy Center	HS: High School
CINA: Children in Need of Assistance	IFPS: Interagency Family Preservation Services
CINS: Children in Need of Supervision	LCC: Local Coordinating Council
CSA: Core Service Agency	LMB: Local Management Board
CSI: Community Services Initiative	MD: Maryland
DHMH: Department of Health and Mental Hygiene	MSDE: Maryland State Department of Education
DHR: Department of Human Resources	MST: Multi-Systemic Therapy
DJS: Department of Juvenile Services	RA: Results Accountability
DSS: Department of Social Services	SBHC: School Based Health Centers
GOC: Governor's Office for Children	VPA: Voluntary Placement Agreement
GOCCP: Governor's Office of Crime Control and Prevention	YSB: Youth Service Bureau

Note: Throughout the LMB profiles, italicized headings refer to one of the Results for Child Well-Being (see page 8 for more information).

Local Management Board of Allegany County, Inc.

Children Safe in Their Families and Communities

- As a result of the Juvenile Review Board diversion program from FY02 through mid year FY07, approximately 920 juveniles were not referred to DJS. Misdemeanor intake complaints to DJS decreased 64% from 791 in FY99 to 285 in FY06.
- More than 1,280 families received parenting services over the last seven years. In FY05, the Family Junction, Inc. piloted a Newborn Visitation Program to provide resources for young parents. In FY06, 539 parents received newborn educational resources during a hospital visit.
- The LCC provided multi-disciplinary reviews to 11 families between July 2005 and June 2006. There were four reviews conducted by the LCC to consider RTC placement; reflected a continued decrease in such reviews since 2001. The LCC developed an intensive community-based services plan for one child and family through the CSI.

Children Successful in School

- The LMB was able to allocate funds to pilot an after school program at Westmar High School from FY05-FY07. More than 300 students have participated regularly in the program, and approximately 500 parents of the participants' families have engaged in after school activities.
- During FY06 and FY07, LMB-sponsored workshops provided information to more than 1,000 individuals from a wide range of backgrounds about the Search Institute's Developmental Assets framework.



Major Accomplishments

LMB Program Impact: Impacted more than 2,100 children and/or families in FY06.

Celebrating Allegany County's Children through Community Partnerships: More than 300 people joined to celebrate the value that the community places on its children.

"Today Is the Day" Anti-Drug Media Campaign: More than 750 community volunteers participated in the media campaign urging families to talk to their kids about drugs.

Community Partnership Agreement -Continuation of the Multi-Agency Team (MAT): A team of professionals from the Allegany County Health Department Mental Health Clinic, DSS, Sheriff's Office and DJS, who bring valuable insight from their home agencies and create collaborative interagency solutions to identified problems and service gaps.

Attendance Resource Program: Created in FY05 through collaboration between the MAT, the public school system, and human service workers to promote student school attendance. Through FY07, the Attendance Resource Officer has reviewed and assisted the school Pupil Service Team in combating truancy by providing support on approximately 80 truancy cases.

Crossroads Program: Facilitated by the Family Crisis Resource Center, Inc., it offers support to adolescents and children to ensure community safety against sexual assault and abuse. More than 120 youth have benefited from this program since FY03. A steering committee ensures program implementation is in accordance with the needs of the community.

P.L.A.Y. (Parents and Law Enforcement Activities with Youth): The MAT developed a local program to allow for youth to engage in recreational and mentoring activities with law enforcement officials from each of the local police agencies. This program began in April of 2005 and through mid-year FY07, approximately 90 adolescents have participated.

Facilitating Cross-Agency Planning and Problem Solving

- Participated in numerous collaborations, including: Allegany/Garrett County Community Foundation, Emmanuel Parish: Summer Lunch Program, Children's Council, Allegany County Conflict Resolution Center, Coalition for a Drug Free Community, Western Maryland Area Health Education Center, Allegany County Chamber of Commerce, Human Resource Development Commission, Inc., and the Judy Center Advisory Council.
- Facilitated the following initiatives: 1.) Grant Writers Workgroup; 2.) Database Management System: Efforts to Outcomes; 3.) The Results Accountability Workshop; and 4.) the Community Needs Assessment.
- From FY02 through mid-year FY07, the Multi-Agency Team (MAT) has met with 150 children with school attendance problems through a Family Review process. This multi-agency collaboration has positively impacted the school system's overall attendance.
- The CASASTARTsm Team provides early intervention and prevention for substance abuse and is part of the Allegany County Public Schools School Services Team. Approximately 40 middle school youth from each of the middle schools were served during FY06.

Local Management Board of Anne Arundel County

Teen Court

A collaborative partnership with the Anne Arundel County Police Department and DJS, Teen Court is a diversion program for first time non-violent offenders between ages 10-17. The program offers teenage offenders a chance to learn from their mistakes in lieu of obtaining a criminal record. Youth enrolled in the program must participate in an interview process and attend a court hearing to be "sentenced" by a jury of their peers. Sanctions imposed include serving mandatory time as a teen court juror, curfew restrictions, apology letters, and completing community service hours. Upon successful completion of the imposed sanctions, the crime will be expunged from the youth's permanent record. Since the inception of the program in 1998, 815 youth have been adjudicated with 89% having successfully completed the program.

Youth Empowerment Services Program (YES)

YES is a 16-week after-school diversion program for both status offenders and first-time, non-violent offenders ages 12-18. Based on DJS data, three site locations were targeted throughout the county as being high-risk areas. The YES program incorporates the award winning Reconnecting Youth research-based prevention curriculum which focuses on increasing school performance, decreasing drug involvement, and decreasing depression, aggression and emotional distress. During FY06, 77% of the 22 youth enrolled in the program successfully completed 16 weeks of programming while demonstrating an overall increase in school performance.

The Network of Care - Children & Families Website

The countywide website officially launched in September 2006. This online virtual community provides critical information, communication and advocacy tools to individuals, families, and local service agencies. The Network of Care website empowers families to help themselves find the best services offered in their community for their children. It also helps ensure that there is "No Wrong Door" for those families who are in need of services. Since its launch, the website continues to average more than 2,000 hits per month.

TOTS LINE LIVE

Tots Line Live provides education, information and referral services to parents, caregivers and professionals through a toll free telephone line and/or email. Totslive staff also provide outreach and educational sessions in the community to families with children ages birth to five. During FY06, there were a total 1,659 calls/emails requesting information, advice or referrals to local service providers. More than 1,900 parents and caregivers received information, advice or referrals through face-to-face contact at one of the 163 workshops that were offered throughout the County.

The Gems and Jewels Mentoring Institute's After School Program

The goal of Gems and Jewels Mentoring Institute's After School Program is to reduce the dropout rate among students who are at-risk of school failure due to poor academic performance or suspension/expulsion due to poor behavior. A faith-based initiative, Gems and Jewels provides a comprehensive array of prevention and intervention programs coupled with intensive mentoring services. During the 2005-2006 school year, 100% of the 34 students enrolled in the program were promoted to the next grade level and none of the students were suspended, expelled or arrested while attending the program. During the 2006-2007 school year, the program continued to increase its rate of enrollment and retention by 11%.



Leadership in Action Program

The Anne Arundel County LMB, in partnership with the Annie E. Casey Foundation, was selected to participate in the Leadership in Action Program (LAP), a nationally recognized results-based leadership program. In Anne Arundel County, the LAP has chosen accelerating school readiness for children from birth to five years old as its number one priority. A group of 35 County Executive-appointed community leaders will meet and work collaboratively over an 18-month period to develop a series of action items, including low-cost and no cost solutions, which will produce both immediate results and long-term gains for children and their families.

The Family League of Baltimore City, Inc. (FLBC)

Major Accomplishments

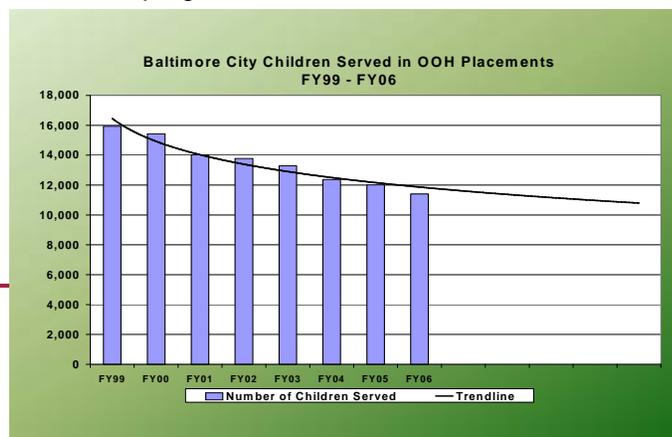
-In FY07, grants were awarded to FLBC to meet service needs and gaps that support improvements in child and family outcomes in the following areas: After School: \$7.5 million (Local government), \$703,768 (State), \$885,000 (School system), & \$967,000 (Federal); Youth Development Services: \$3,058,131 (State); & Family Recovery Program: \$2,200,000 (State).
-\$1 million was made available by the Baltimore City Government for new home visiting programs to improve birth outcomes for vulnerable pregnant women in those communities at high risk for poor birth outcomes.
-FLBC received \$400,000 in private funds for the Babies Born Healthy Leadership in Action Program (LAP), which began in October 2006. The 43 LAP participants are charged to measurably improve the rate at which babies are born healthy in Baltimore as measured by five indicators: low birth weight, pre-term birth, fetal death, neonatal mortality and infant mortality.

Improving Local Services In partnership with the Baltimore Area DJS, the Youth Development Committee of the FLBC Board was instrumental in the development and implementation of the following programs designed to improve the quality and quantity of services for youth:

- The Community and Family Resource Center - Brings together families, community-based family and mental health advocacy organizations, and DJS staff to plan services and referrals for youth and families brought to the attention of the Baltimore City Juvenile Justice Center.
- Children in Need of Supervision (CINS) Pilot program - The project is designed to provide comprehensive, family-focused assessment and service plans for youth for whom a CINS complaint has been made.
- The Youth Apprenticeship Program for Baltimore's Youth— Targets youth, ages 14-18, who are at risk of engaging in negative behaviors that lead to school drop-out and/or arrest. The FLBC contracted with 11 agencies to serve 250 youth.
- Success By Six® Partnership-Local funds (\$800,000) have been secured to expand the home visiting program; the funds will allow for full funding programs and support enhancements including mental health, GED, substance abuse treatment, and assistance with housing related issues.
- The Wraparound Pilot— FLBC has made great strides in connecting to referral agencies. In addition to receiving referrals from the DSS, the DJS has begun to utilize the services of the Wraparound program as an alternative to detention.
- The Family Recovery Program-A Maryland Opportunity Compact, it has realized savings in its first full year of services. This intervention is designed to reduce children's length of stay in foster care through intensive case management and substance abuse treatment services for their parents. The multi-agency infrastructure continues to oversee and manage this program.

Children Safe in their Families & Communities

The trend in reduction of out-of-home placements for youth continues. The Family League of Baltimore City contributes to this curve through its Interagency Family Preservation Services program, its Family Recovery Program, and its Wraparound and Community Services Initiative programs.



Babies Born Healthy

- Pregnant women who were enrolled in Baltimore's Success By 6® Partnership showed a 3.1% reduction in Low Birth Weight between FY01 and FY05.
- There has been an overall reduction in Preterm births for SB6® Partnership clients between FY01 and FY05.

Children Successful in School

Attendance rates have remained constant or improved slightly across all grade levels in Baltimore City. The After School Strategy has contracted to serve a total of 7,699 students. Students enrolled in after school programs have attendance rates that exceed those for the system, as a whole, as evidenced by the After School Strategy Evaluation.

Baltimore County Local Management Board

Improving Local Services

-Promoting School Readiness: At the request of County Executive James T. Smith, Jr., convened the Early Childhood Action Committee and developed an action plan, "Focus on the First Years: Well-Being for Baltimore County's Youngest Residents," (www.bcpl.info/firstyears/).

-Addressing Issues for Children with Intensive Needs: 1.) Administered the LCC. 2.) Developed a Voluntary Placement Agreement pilot project. 3.) Partnered with 2-1-1 Maryland to provide a single point of access to families of children with intensive needs. 4.) Conducted a series of family focus groups to solicit input on issues pertaining to children with intensive needs, and through Villa Maria Continuum, providing family navigator services.

-MST Program Collaboration: Working to develop a Maryland Opportunity Compact to assure sustainable funding for MST, the highly effective intervention that targets low-end juvenile offenders.

-After School Program Options for Teens: Awarded funds to Baltimore County Public Library for the development of a report of after school program best practices/activity options.

-Assessment Workgroup: Created a workgroup to address preventing youth from penetrating any deeper into the juvenile justice system, thereby saving money on costly interventions.

-Truancy Prevention/Intervention: Funding school-based social workers at three elementary schools to work with chronically truant students and their families.

-Special Projects: Awarded funds for five discrete projects designed to focus on youth and/or communities impacted by group homes in the northwest area.

-Working in Partnerships and Collaborations: Examples of ongoing collaboration include: Infants and Toddlers Local Interagency Coordinating Council, Criminal Justice Coordinating Council, Drug and Alcohol Council, Disproportionate Minority Representation Planning and Oversight Committee, and the School Health Council. Involved in the development of the gang prevention plan and partnering and providing assistance to the DSS in developing the County's Assessment of the Child and Family Service Array. Facilitated collaborative planning to increase and improve efficient use of resources, i.e. the Neighborhood Statistical Profile Project.



Babies Born Healthy: Since the Healthy Families program began in FY01, the infant mortality rate for mothers enrolled has been zero.

Healthy Children: 98% of children in the Healthy Families program are currently linked to a health care provider and 97% of children enrolled in the Healthy Families program were current on their immunizations by age two. More than 94% of parents participating in the School-Based Health Center program reported improved family functioning as a result of services received.

Children Safe in their Families and Communities: After participation in the MST program, youth reported decreases in use of alcohol, drugs and number of offenses committed. After School programming was provided for 272 middle school youth at three YMCA-sponsored sites in targeted communities for a total of 38,862 hours spent in adult-supervised activities.

Major Accomplishments

-Continuing to implement the Early Childhood Initiative by sponsoring a series of events to highlight access to resources and the importance of school readiness.

-Provided funding for software, equipment and training so that the three YSBs can use the Child and Adolescent Functional Assessment Scale as a tool for measuring treatment outcomes.

-Received a grant from U.S. Department of Education to partner with the University of Maryland and the County's Department of Recreation and Parks to administer after school programs in five targeted middle schools for the purpose of researching the effect of three prescribed program components on student achievement.

-Continuing to fund Gambaru, a community-based, outpatient treatment program for adolescent girls who are or have been harmfully involved with alcohol and/or drugs.

-Over the past five years, secured approximately \$10 million in new resources, focusing on: Maryland After School Opportunities Fund Programs; Youth Strategies Initiative Programs; and Healthy Families Program.

-Continued to oversee the administrative, fiscal and evaluative components of the following initiatives: CSI; IFPS; YSB; and SBHC.

-Conducted two Standing Committees: Early Childhood Committee and the Youth Services Committee.

Calvert County Family Network (CCFN)

Improving Local Services

- Providing technical assistance to programs in the areas of program evaluation, best practices and monitoring, i.e. assisting Calvert County Public Schools in merging the Healthy Families and HIPYPY programs in order to strengthen their collaboration for families.
- Continuing to support and promote a strength-based approach toward human services with an ongoing commitment to promote SEARCH Institute's Asset Development training throughout the community.
- Participating in the Calvert County Mentoring Partnership, sharing their commitment to developing a continuum of mentoring opportunities for Calvert County youth. Coordinated the Second Annual National Mentoring Month Breakfast.
- Collaborating on a successful tri-county effort to establish a three-bed youth crisis home to serve children who do not meet the criteria for hospitalization, but who are in need of respite care in order to cope with challenging home life situations.

Major Accomplishments

- Completed "*Turning the Curve on Results-Making Calvert County 'A Community Where All Children and Families Thrive,'*" a compilation of several needs assessments that will serve as a blueprint for a strategic plan from FY07 to FY09.
- Awarded the first Systems of Care Family Navigator grant to the Arc of Southern Maryland. The Arc will hire a family navigator and establish a website to provide systems information to families.
- Demonstrated success in implementing the Early Childhood Strategic plan that addresses three of the result areas: *Children Entering School Ready to Learn; Children Safe in their Families and Communities; and Communities Which Support Family Life.*
- Supported the HIPYPY/Healthy Families program in initiating the first community-wide effort to promote greater involvement by fathers in their children's learning. A "Build a Bookshelf with Dad" workshop drew more than 50 fathers and 90 children. This model will be presented at the National Head Start Male Involvement Conference.

Communities That Support Family Life

- CSI diverted two young people from restrictive, residential placements. These families were served by the Family Coordination Center.
- The Asset Development Team logged more than 300 hours of voluntary training.
- CCFN partnered with the Calvert County Public Schools to promote parent involvement initiatives, launching the "Calvert Cares" campaign to publicize how to access community resources and activities for children and families.
- The Calvert Alliance Against Substance Abuse, Maryland State Police, Calvert County Sheriff's Office, and CCFN supported the Neighborhood Watch program by providing information packets to the volunteers who visit households in targeted communities.

Children Safe in Their Families and Communities

- 100% of the families participating in Healthy Families have at least satisfactory parental knowledge of home safety.
- 80% of pre-delinquent youth receiving services through the Family Coordination Center had no further involvement with the DJS, a 20% increase over the targeted objective.

Children Enter School Ready to Learn

- 100% of children involved in Home Instruction for Parents of Preschool Youngsters (HIPYPY) scored either sometimes ready or always ready to learn.
- Almost all parents (97%) who participated in HIPYPY rated as sometimes or always supportive with school requests.
- Almost three quarters (73%) of Calvert kindergarteners entered school fully ready to learn.

Healthy Children

- 100% of target children in the Healthy Families program have a medical provider and are up-to-date with immunizations. Of all the families involved in Healthy Families, there were no out-of-home placements.



Caroline County Human Services Council, Inc. (CCHSC)

Improving Local Services

-Leading Cross-Agency Collaboration and Planning: In FY07, received a Gang Reduction Planning Grant from GOCCP and collaborated with the child-serving agencies and public and private sectors to form a Gang Reduction Taskforce to develop a countywide Gang Reduction Plan.

-Enhancing Community-Based Resources: In FY06, developed numerous community-based resources to provide children and families with a continuum of service, including the following programs:

*The School-Based Dental Program: Provided primary oral health care for 1,241 children in four elementary and two middle schools and two Head Start programs in FY06.

*Chesapeake Culinary School: A culinary training program with 12 participants in FY06. All students have graduated and several have found employment.

*Hospice Grief Counseling Program: Conducted three six-week long children's support group sessions. Two facilitated adult bereavement support groups were held to discuss the impact of grief in children.

*Caroline County Teen Court Program: In FY06, heard 128 cases: 87 male and 41 female cases. The goal of the program is to continue to see a decrease in repeat offenders that are now focusing their efforts on positive work in their lives.

Stable and Economically Independent Families

-In FY06, 12 youths were provided with community-based services through CSI and were diverted from RTC placements.

-Child and Family Behavioral Support Program: In FY06, Channel Marker provided behavioral health services to 15 children/adolescents and their families: nine males and six females ranging in age from 3-12. Behavioral data indicated levels of negative behavior reduction for 12 of the 13 children completing the program.

-In FY06, the Multiple Points of Prevention program increased the use of a family centered/community-based approach utilizing the Family/Community Team model. There were a total of 66 face-to-face contacts made with families and 100% of the families are showing positive movements in one or more areas measured.



Children Ready to Learn: The Parents as Teachers (PAT) - Home Visiting program provided services to 41 unserved and underserved families, which affected 55 children birth to age five.

Children Successful in School

-In FY06, attendance in County Elementary (95.6%) and Middle Schools (95.4%) was above the State Satisfaction Standard of 94%. The State Satisfaction Standard for High School attendance is 93.1%, and Caroline exceeded that with a percentage of 94.2%. The Caroline County dropout rate is below the State Standard of 3.0% at 2.77%. Graduation rates significantly increased from 80.23% in FY05 to 87.16% in FY06.

-Caroline County Life-Long Learning Center- After School Program (HEROS), a comprehensive youth development and academic focused program, involved 397 students county-wide.

Major Accomplishments

- **Funding:** Issued requests for proposals for Community Initiative Grants (CIG) and Mini-Grants. The CIG FY07 grant awards included a Smoker Aging Software Program, an Equine Assisted Grief Therapy Program, Juvenile Drug Court monitoring units, an Outdoor School Program, a Bilingual Outreach Worker, MADD Multimedia School Assemblies Program, and an After School Program for Haitian/Creole Adults & Youth. The FY06 Mini Grants include four scholarships for Summer Camp; supplies and incentives for Summer Camp for fifth graders; Food Pantry; Spanish/English Brochures; 50 Smoke Detectors; Culinary School field trip; Incentives for ATV training; Books to Remember Program; Summer Theme Week Book Program; D.A.D.S. Support Group; art supplies for summer camp; and a Parenting Video Library.
- **Needs Assessment and Data Collection:** In FY07, began conducting a Community Needs Assessment, which will provide the necessary information to address the unmet needs and improve local services to children, youth and families. A CCHSC Board Retreat was held in January 2007 to determine the result areas that will be the focus of the next three years.
- In collaboration with the Gang Reduction Taskforce, collected data to be used to develop a local Prevention Plan and Gang Reduction Plan.

Carroll County Local Management Board

Children Safe in Their Families and Communities: The Violence Assessment Program provided 63 mental health assessments for youth who made a serious threat or act of violence. The referral base was expanded to include the Carroll County Public Schools, DJS and the Family Law Administration of the Circuit Court. One hundred percent of students assessed did not make subsequent serious threats of violence or have a violence related suspension in the school year.

Healthy Children: The Promoting Safe and Stable Families Program served at-risk families with children birth to age five. Outcomes of the North Carolina Family Assessment Scale indicated statistically significant improvements in parent capability, family interaction, family safety and child well-being. Carroll County Youth Service Bureau worked in partnership with Human Service Program's Family Center. Ninety-five percent of the children receiving child development services were up-to-date on immunization and 100% of the families completed a home safety checklist.

Improving Local Services

-Facilitating Cross-Agency Planning: Contracted with Shattuck and Associates to conduct focus groups for parents of children with intensive needs; feedback was used to develop the Local Access Plan. Additionally, Shattuck and Associates continued the Diversity Study in which African-American and Hispanic adolescents and their parents participated in a focus group study. Recommendations from the study were presented at the first LMB sponsored Diversity Conference: *Investing in Our Community: Diversity, A Hidden Asset*, which was attended by 100 individuals.

-Promoting Model Programs that Achieve Results: Brief Strategic Family Therapy (BSFT) is a short term, problem-focused therapeutic intervention that reduces problem behaviors in youth by restructuring and changing family interactions and relationships. Thirty-one families received BSFT at the Carroll County YSB. In its first year, youth improvements were seen in social/cognitive competencies and family interaction/bonding.

-Serving Youth with Intensive Needs: Services were expanded to eight youth with intensive emotional/behavioral needs in Carroll County. CSI provided funding for wraparound services, case management and treatment to prevent residential placement. Youth were referred to the program through the LCC, with the YSB serving as vendor for CSI case management.



Children Successful in School: 122 youth attended the New Windsor Middle School Community Learning Center's ASP. For those students that attended 30 days or more, 83% achieved satisfactory level grades (C or better) in reading and 89% in math. Participating youth (92.5%) believed that the program helped to improve their grades.

Major Accomplishments

- Promoted the Maryland Result for Child Well-Being: *Children Safe in Their Families and Communities*, and addressed issues of family and youth violence through comprehensive interagency training and programming.
- Received the National Association of Counties 2006 Achievement Award for A Comprehensive Interagency System of Care for Violence Prevention. The target population is youth, ages 6-17, who make a serious threat or act of violence or are CINS Diversion or ungovernable. The goal is to divert or prevent deeper entry into the DJS.
 - Established Brief Strategic Family Therapy (BSFT), an evidenced-based model program, as part of the systems of care which also includes interagency referral, violence assessments, and service coordination. Partners include: DJS, Family Law Administration of Circuit Court, Carroll County Public Schools, and the Carroll County YSB.
 - Contracted with the Family Therapy Training Institute of Miami to provide Advanced Brief Strategic Family Therapy Training and Supervision. Five clinicians are certified in BSFT, a first in Maryland.
 - Developed a cadre of nine trainers, in partnership with Sidran Institute, Inc, to provide ongoing Risking Connection training that provides a common language and relational framework in understanding the affects of trauma and techniques to assist survivors.
- Published *Responding to Interpersonal Violence in Carroll County*. The guide covers the continuum of family violence and provides a directory of local resources; 3,000 copies were distributed and it can be viewed at the LMB website: www.carrollfamilies.org

Cecil Partnerships for Children, Youth and Families (CPCYF)

Stable and Economically Independent Families

Through the Bridges Initiative, youth 16-21 are linked to services to help them successfully transition into adulthood.

In FY07:

- 176 new clients were enrolled
- 89 clients are currently enrolled in GED classes
- 84 clients are currently enrolled in Vocational Training
- 89 clients were employed for at least six months

Children Successful in School and Safe in Their Families and Communities

-The Alternative to Suspension Program (ASP) provides parents an alternative when their child has been suspended for three or more days for non-violent offenses. While enrolled in ASP, the student will participate in a variety of activities, including: community service projects, anger management counseling and tutoring by a licensed teacher. In FY07, 154 children were served.

-Bridges Detour is a case management referral program for youth exhibiting delinquent type behaviors. In FY07, 74 children were served.

Personal Story From the Field

M.G. was referred to the Alternative to Suspension Program (ASP) for habitual truancy and for having failed the marking period. ASP staff worked with M.G. for 15 days. He has since brought his grades up to a "B" average, and has entered into part-time employment. M.G. now attends school and work regularly.

Improving Local Services

- CPCYF is currently working to implement a Local Access Mechanism to assist families with getting linked to services.
- CPCYF contacted with Social Solutions to implement an Efforts To Outcomes (ETO) database to track outcomes and improve data collection for the Bridges program, Bridges Detour Program and Alternative to Suspension Program.

Major Accomplishments

- By mid-year FY07, 26 Bridges clients received their GED.
- By mid-year FY07, 76 Bridges participants completed vocational training.
- In FY06, 76% of Bridges Detour clients increased school attendance while in the program and 71% of Bridges Detour clients increased school performance while in the program.
- In FY07, eight youth were diverted from residential treatment placement by utilizing Community Service Initiative funds.



Charles County Human Services Partnership (CCHSP)

Major Accomplishments

- Since February 2006, the Family Connection Center, a joint effort with the Tri-County youth Services Bureau, has been operating, and a Care Coordinator and Family Navigator were added in FY07.
- Collaborated with the Annie E. Casey Foundation and local agencies to implement the Leadership in Action "Ready by 5" initiative; 66% of children were "fully ready" for school in school year 2005-2006.
- Raised awareness of the needs of families where placement and State custody of a child is imminent through the Voluntary Placement Project.
- Developed and funded a three-bed regional crisis house with local and state agency partners.
- Worked with local agencies to transfer local jurisdiction of several programs: Healthy Families Teen, Windows After-School, and Interagency Family Preservation.
- Continued to administer and coordinate services for children with multiple needs, especially programs concentrated on Transition-Aged Youth, youth involved with DJS, and other children and youth with special needs.
- Conducted a Community Needs Assessment with the Charles County United Way and released it in August 2006. More than 130 consumers took part in this interagency assessment, which found that housing and medical needs were extremely significant.
- Worked with other Charles County Government departments to strengthen fiscal accountability, customer service, procurement, and information technology.



Babies Born Healthy & Healthy Children: The Healthy Families program

offers home visiting services to mothers of newborn babies. Of this group, 100% of participating mothers demonstrated increased prenatal medical care, and all had increased access to care. 100% of mothers in the Healthy Families program delivered newborn babies weighing 2500 grams (5.5 lbs.) or more, and all have a medical home. 79% of the participants earned less than 20,000/year, minority groups accounted for 83% of the program's participants, and 73% were single parents.

Children Enter School Ready to Learn: In School Year 2005/6, 66% of children entered school "Fully Ready to Learn," and 29% were "Approaching" full readiness, with 5% in the "Developing" group.

Children Completing School: In School Year 2005/6, 50.3% Charles County Seniors met University System of Maryland Course Requirements, Career and Technology Education Requirements, or both.

Children Successful in School: Tri-County Youth Services Bureau monitored and counseled 200 families, 75% of whom had youth with improved school attendance.

Communities that Support Family Life/Stable and Economically Independent Families: The LCC tracked, reviewed, and monitored all referrals to residential treatment centers and arranged for return-diversion services for youth that are involved with multiple agencies. In FY06, of 44 cases, 100% were tracked and monitored on a monthly basis with residential treatment facility placements reviewed annually.

Increasing Public Awareness and Use of Existing Resources: Provided training and technical assistance to community providers and vendors. Sponsored a conference on the implications of co-occurring substance abuse, mental illness, and human development in June 2006. Staff participated on councils, boards, and workgroups that collaborate to improve the lives of children.

Cross-Agency Support and Collaboration: Provided staff assistance, planning, and data entry to the LCC. Worked with other LMBs in the region to create a three-bed Crisis House for Children. The Southern Maryland College Access Network was created and supported through the efforts of the LMB. Received feedback from local agency representatives on the needs of citizens.

Increasing Results and Accountability: Contracts awarded through the LMB focus on positive outcomes for consumers best practices, including Functional Family Therapy and other recognized modalities.

The CCSHP Board approved by-laws that require a representative from Developmental Disabilities to sit on the Board.

Dorchester County Local Management Board

Cross Agency Collaboration/Planning

-Dorchester, Talbot, and Caroline Counties were awarded Gang Initiative Funding through GOCCP. Funds were used to conduct assessments of local communities, provide gang activity training and conduct community forums. The grant also allowed for the purchase of equipment to assist CSAFE Teams and local law enforcement in surveillance and documentation of gang activity.

-The LMBs on the Mid-Shore (Caroline, Dorchester, Kent, Queen Anne's & Talbot) created Chesapeake Helps! as the Single Point of Access for mid-shore resources that will help ensure a child-centered, family-focused, community-based, and culturally competent System of Care. The Mid Shore LMBs were also successful in securing funds through the Invitation to Negotiate for two additional Family Navigators to assist families of children with intensive needs.

-The eight Eastern Shore LMBs, in conjunction with many other State Agencies and community partners, were successful in securing \$500,000 in resource development funds to allow for the development of new community-based residential services for children.

Major Accomplishments

- After School services are provided through the "Quest" program. Quest is offered in two of the three middle schools and serves more than 380 students.
- The underage drinking policy (PBT-preliminary breathalyzer test) previously introduced prior to the Dorchester County Proms is now a part of the school policy in each of the high schools. Students must have a signed form on file at the school prior to their participation in school events. This is enforced by the checking of their school ID which is marked once the form is received; without the mark students are denied entrance to the activity.

Children Safe in their Communities

-Youth Services Bureau documented an 86% reduction in the number of DJS referrals, a 70% reduction in family risk assessment scores and a 57% reduction in school suspensions in FY06.

-The Family Intervention Program served 40 families with a 48% reduction in family risk assessment scores. Eighty-two percent of families showed improved academic performance, and 33% of targeted children showed improved attendance. Seventy-seven percent of students did not have any subsequent referrals, and there was a 70% decrease in school suspensions of targeted children.

-Quest, an after school program, provided services to 380 middle school students in two middle schools. 172 of the 380 students had perfect attendance while participating in after school activities.



Healthy Children

More than 65% of middle and high school students are enrolled in the School Wellness Program. Sixty-seven elementary school students received mental health services.



Frederick County Office for Children and Families

Major Accomplishments

- Completed Integrated System of Care Plan for Western Maryland to improve access to services focusing on special needs children.
- Funding the Moving in a New Direction (M.I.N.D.), a program to provide rewards and incentives to DJS' youth that are demonstrating positive behavioral change and attaining individual goals through the Juvenile Delinquency Prevention Title V Grant.
- Increased Prevention Services by hosting "Positive Parenting with a Plan Training;" expanding Frederick County Public School's "Enhancing Behavioral Interventions and Supports Program"; and providing funding to the "2-1-1" Human Service Access System.
- Completed the fourth successful year of the "Family Friendly Business Campaign."

Children are Safe in Their Families and Their Communities

- The Family Preservation Program (FPP) provided 58 families with short-term in-home interventions to help manage their current situations in ways that keep the families together. Families participating in FPP reported overall satisfaction with the program and commented on the high level of dedication and competence of the staff.
- The Child Advocacy Center (CAC) served 630 referrals in FY06. The CAC works with 13 partnering agencies to create a multi-disciplinary approach to child abuse interventions, enabling a reduction in trauma to victims. The CAC offers specialized forensic medical exams through a partnership with the University of Maryland.
- The Multisystemic Therapy Program (MST) served 15 families of adjudicated youth who would otherwise have been placed in residential detention. The County's MST program has achieved an 80% successful completion rate; 80% met their educational and employment goals; and 86% remained free of arrest.

Improving Local Services

-Implementing Local Access Mechanism: Provided Start-Up funds for local 2-1-1 System for human service single point of access

-Participating in Early Childhood Planning: The Interagency Early Childhood subcommittee mission is "to promote healthy development and well-being of young children and their families through community collaboration." The committee took action on their plan to address access to health care needs in the community.

-Integrating Services for Families: Promoting Safe and Stable Families funds support flexible, effective, community-based programs designed to strengthen and stabilize families and assure safe, nurturing homes for children. In 2006, funds and services were successfully operated, creating a more integrated approach to serving families while maximizing resources with 100% of families reporting that the program enhanced their family's well being.

Children are Successful in School

-The Community Agency School Services Program (CASS) assessed 88 families at baseline and follow-up with the Goal Attainment Rating Scale. 100% of the clients served returned client satisfaction surveys indicating that they were satisfied with CASS services and 100% felt the program helped them deal more effectively with their problems.

-The Frederick County After School Programs served 311 youth. 99% of the youth did not experience a DJS referral and 85% refrained from using drugs or smoking cigarettes.



Babies Born Healthy

Healthy Families Frederick produced the following results in FY06:

- 100% of targeted children were connected with a health care provider;
- 92% of enrolled children were current on immunizations; and
- 99% of enrolled families have not had indicated reports of abuse or neglect on the target child while in the program.

Communities that Support Family Life

In its fourth year, the Family Friendly Businesses campaign honored ten businesses for their policies supporting their employees' families at a recognition ceremony attended by businesses, political leaders, and government representatives. Frederick Magazine covered the campaign in their January issue.

Garrett County Partnership for Children and Families, Inc. (Garrett Partnership)

Communities That Support Family Life
 -Continued to support Wraparound Child Care, during summers and after-school, for low-income Head Start children and their siblings in the high need Northern end of the county. This initiative played a key role in securing funds to develop capacity at the Grantsville Elementary School planned Early Childhood Center, supporting services birth to age five.

-Healthy Communities/Healthy Youth is a multi-faceted asset building initiative that seeks to engage a large segment of the adult population in supporting youth of all ages by accentuating and nurturing positive youth attributes. For example, nine Community Planning Groups received information and training on developmental assets and utilized this framework to reenergize their prevention planning activities.

Stable and Economically Independent Families
 -In FY06, placed 84 youth in out-of-home placements (data includes all State child-serving agencies). No child has been placed out-of-state since 1996. Between FY02 and FY06, the rate of out-of-home placements improved by 40% (from 10% to 6% per 1,000 children).

-In FY05, 93.3% of children placed in foster care were reunited (returned home) within 12 months of being placed out-of-home.

Children Successful in School
 -Garrett County is one of six school systems in Maryland where all schools met Annual Yearly Progress under the No Child Left Behind Act in FY06. (Source: Garrett County Public Schools Annual Report 2005-2006).
 -Garrett County ranked first (best) in the state in FY04 with a violence-related suspension rate of only 24.3/1,000 students (Source: 2006 Maryland Kids Count).

Children Entering School Ready to Learn
 -In FY07, according to the Work Sampling System™ (WSS), 81% of Garrett County children were “fully ready” for Kindergarten. This is an increase of 62% over the FY03 baseline. In FY07, Garrett County ranked second in the state for School Readiness.

-The FY06 ‘school readiness gap’ for low income Garrett County children (eligible for Free and Reduced Meals (FARM)) decreased by 48.4% when compared to the FY02-05 WSS baseline



for children not eligible for FARM (15.5% gap between FARM-eligible and non-FARM-eligible children for FY02-05 vs. only an 8% gap for these two groups in FY06).

Major Accomplishments

- **Improving Early Childhood Care, Education and School Readiness:** Funded the Garrett County Early Care and Family Services (Healthy Families) system of care that served more than 50% of all estimated births and provided nurse home visitation services for 596 families in FY06. Credentialed by Healthy Families America, universal home visiting services for children ages birth to age five are augmented by the Parents as Teachers educational curriculum, Lactation Consultant services, educational and jobs development support, and Alcohol Tobacco and Other Drugs (ATOD) prevention. In FY06, 71% of children were fully ready for Kindergarten as measured by the WSS, 89% of children were fully immunized at age two, and 97% of families indicated they were satisfied with services.
- **Integrating Afterschool Programming and Support for Academic Achievement:** Operates Partners Afterschool Programs at six community-based sites. Conducted LifeSkills™ Training, a model prevention program, at all sites in cooperation with the local Health Department. Blended funding to support after-school programming includes: Children’s Cabinet funding, 21st Century Community Learning Centers (MSDE), Wraparound Child Care (DHR) and C-SAFE (GOCCP) funding streams.
- **Supporting Implementation of Science-Based Programs:** In addition to those programs listed above, supported the implementation of the following: 1.) Second Step, a violence and bullying prevention program; and 2.) Communities Mobilizing for Change on Alcohol, a framework guiding community-level interventions designed to change community norms and practices favorable to underage alcohol use, implemented under the oversight of the Combating Underage Drinking Committee.

Harford County Partnership for Families, Inc.

Improving Local Planning and Coordination

-The LMB continued to support the County Mental Health Roundtable, a partnership that works to improve and enhance the coordination of school-based mental health services for children.

-In FY07, the LMB continued to provide support and leadership to the Delinquency Prevention Policy Board (DPPB), which completed a comprehensive review of its strategic goals and priorities that culminated in a revision of the Three-Year Delinquency Prevention Plan.

-The Disproportionate Minority Contact (DMC) Advisory Committee worked collaboratively over the past three years to gather and analyze data about the overrepresentation of minority youth who contact the child-serving system. In partnership with Harford Community College, a series of training courses open to the public geared to human service professionals were offered on topics related to DMC and delinquency prevention.

Major Accomplishments

- For school year 2005-2006, the MD Model of School Readiness data, released annually by the MSDE, ranked the County first in the state for the percentage of children entering school fully ready to learn, at 80%.
- The Early Childhood Stakeholder's Committee worked in partnership with Ready At Five to complete the Early Childhood Strategic Plan. In FY07, stakeholders convened in a series of strategic planning meetings to gather and analyze data, discuss needs, gaps, and prioritize issues, culminating in prioritization of strategies and next steps.
- In FY07, contracted with a consultant to conduct a community needs assessment and focus on prevention needs and resources, consistent with SB 882 (2006); the assessment is critical due to the impending Base Realignment and Closure (BRAC).
- The LMB worked in collaboration with numerous stakeholders to develop the System of Care for Harford County, which includes a Local Access Mechanism utilizing the 211 First Call for Help system, expanded database, and Family Navigation providing families with enhanced support in accessing resources.
- The LMB funded Addictions Connections Resource (ACR) that provides family support groups and referral services to families and individuals experiencing substance abuse issues. In the first half of FY07, more than 300 individuals attended ACR's weekly family support group.

Healthy Children

-The School Health Readiness program provides health services to assist children in five elementary schools. Staff worked in collaboration with the Public Schools, Health Department, and County Government in offering the flu-mist to all elementary students. In the five School Health Readiness sites alone, the staff assisted in vaccinating almost 1,600 students. There is 100% compliance related to immunizations among the children in all five sites.

-The Across Ages mentoring program maintained one to one mentors for the 30 youth in the program that helps youth develop the awareness, self-confidence, and life skills they need to resist peer pressure and the temptation of drugs and alcohol.

Children Safe in Their Families and Communities

-The Bridges to Success program helps families access resources needed to divert their children from formal involvement with DJS. Since 1998, the program has served more than 600 children and their families.

-At the end of FY06, 77% of families who received family preservation services remained intact.

-The Incredible Years program provided training support to serve the parents of children between the ages of 0-9. The first parent-training module in FY07 was completed by 67% of the registered families.

-In the first half of FY07, 81% of the children participating in CSI program have been diverted from a residential treatment center and are currently being served successfully in their homes with community-based resources.



Children Successful in School

During FY07, the After School Program served 128 registered children at three elementary schools. Each after school program provides structured activities for children in the areas of homework assistance, service-learning projects, indoor and outdoor activities, and substance abuse prevention presentations. Attendance at each of the programs was almost 90% during the first half of FY07.

Howard County Local Children's Board

Children Safe in Their Families and Communities

-In FY06, more than 90% of the children participating in Interagency Family Preservation program remained in their homes.

-The Family Options Teen Parenting program has served more than 500 teen parents and their children since its inception in 1998. Due to outreach and a strong partnership with the MENS program, a significant increase in the number of fathers that regularly participate has been noted.

-Funding for Community Learning Centers provides a safe after school environment for more than 100 children in three sites. This partnership between Columbia Housing Corporation and the local school system provides academic support and enrichment to children where they live.



Improving Local Services

-The LMB continues as a co-sponsor with the local school system for three 21st Century Learning Center Grants. A fourth site was recently awarded funds based on the strength of the partnerships within the community.

-The LMB continues to partner with local agencies, including the school system, to provide students and their families access to a wide variety of community services.

-The LMB works collaboratively with the Oakland Mills Community to provide enhancement services for children and families living in that community. The Oakland Mills High School feeder district is an assemblage of schools that are identified as "consistently low performing" by the Howard County Public School System. A significant number of children come from families that are challenged by poverty, unemployment or involvement with the justice system. Funding for the local Teen Center was provided, as well as services for adolescents through the Education and Career Empowerment Center located at the high school and the local elementary school. Additionally, parenting education and support groups were provided in the community.

-The LMB has expanded on the Systems of Care report that was created as an extension of the Local Access Plan by creating a single point of access for families that are seeking resources to meet the needs of their children.

Major Accomplishments

- Over the past five years, the Education and Career Empowerment Center has served more than 300 elementary, middle, and high school students with services, such as educational support, enrichment activities, and opportunities to explore the world outside of their community. Participating students have increased their grades, their successes on standardized tests, and their involvement within the community.
- The Community Connections program provides onsite mental health and addictions services to students at the Homewood Center. Education and prevention groups are provided, as well as the opportunity to participate in individual and/or family therapy.
- The LMB is working in partnership with the Department of Citizen Services and the Association of Community Services to move forward the Children, Youth and Families section of the Local Human Service Master Plan. This plan focuses on impacting indicators in four results areas in a results based accountability format.

Local Management Board for Children's and Family Services in Kent County

Children Successful in School

-The Therapeutic Mentoring program matches child and adolescent specialists with children in grades 4 through 12 who are at-risk in their educational and/or health domains. In FY06, 64% of participants in the Therapeutic Mentoring program improved or stabilized their grades and 82% reduced or had no disciplinary referrals.

-The Kent County Academic Achievement and School Engagement program offers after school opportunities for high school youth to graduate on-time, earn credits, and participate in enrichment activities. In FY06, 85% of eligible seniors graduated on-time and 77.3% of participants passed at least one drop-out prevention course. In addition, school attendance among club participants averaged 95%, compared with average population attendance of 89.9%.

Increasing Community Capacity

- Based on an achievement gap analysis, a consortium of minority students, parents, and faith-based and community leaders convened to produce the Comprehensive Enrichment Plan, a planning document that explores the causes and trends of the achievement gap and offers potential support and service suggestions.
- Approximately 40 middle and high school students attended a week-long Leadership Academy in Summer, 2006. Youth explored developmental assets and established community service projects. In addition, two dozen adults were trained as members of the Developmental Assets Speakers Bureau.
- The Kent County Adolescent Substance Abuse Coalition (ASAC) increased membership of active youth and was awarded a sixth year Drug Free Communities grant award.

Healthy Children

The School-Based Mental Health program provides access to mental health clinicians in schools. Because of the county's rural nature, a collaboration of multiple providers was established. Therapists are on-site at least one day per week in each public school. In FY06, 239 students—approximately 10% of the total student body—were served, along with 66 families. In addition to providing individual services to children, practitioners are also available to consult with school staff and to respond to crisis situations.

Improving the System of Care (SOC)

Kent County joined in two regional efforts to promote better access to services for families:

- * In partnership with the four other mid-shore counties, expanded the Chesapeake Helps! warm line to provide a single point of access to information and resources and joined in expanding family navigation services provided by the Maryland Coalition of Families for Children's Mental Health.
- * Joined partners across the Eastern Shore in a collaborative effort to develop additional residential resources for children with intensive needs.



Montgomery County Collaboration Council for Children, Youth and Families

Convening Stakeholders to Improve Local Services

InfoMONTGOMERY: The Collaboration Council and its partners are collaboratively creating an up-to-date comprehensive human services resource database that stores information about human services in the County. It will serve as both an information and referral source and a tool for needs assessments and systems-wide planning (www.infomontgomery.org).

Non-profit Advancement Fund: The LMB is partnering with the Montgomery County Community Foundation to create dialogue among government, private funders and nonprofit agencies to strengthen support for the nonprofit sector in meeting community needs and in building capacity for emerging and established nonprofit service providers through training and technical assistance.

Children With Intensive Needs

- A total of 413 children and youth were served in all programs.
- 86% of enrolled children with severe emotional disabilities attended school regularly.
- 89% of these children served remained in a community based placement.
- 100% of the children had a care coordination plan.

Major Accomplishments

- *The Planning Brighter Futures for Children, Youth and Families: A Five-Year Community Strategic Plan* was developed and published through a community-wide strategic planning process focused on improving the well-being of our children and families. The process included extensive community outreach to assess community needs and develop key strategies for action and is available on the Collaboration Council's website.
- Allowing for more fiscal and programmatic accountability, the LMB selected Maryland Choices, Inc. through a competitive process to be a Care Management Entity to seamlessly manage multiple funding streams available to serve Children with Intensive Needs.
- Maryland Choices is developing a provider network with more than 35 mental health providers, providing care coordination services for over 118 youth, and managing numerous funding sources designed to keep children in the least restrictive care possible. As a result, Maryland Choices is serving more children than required by contract, and the children are achieving better outcomes and resources are being maximized.
- With funding and oversight from the Annie E. Casey Foundation, and in conjunction with the Maryland Early Care and Education Committee, Montgomery County was identified as a site for the Leadership in Action Program (LAP). Over two years the Collaboration Council expects to receive grants in excess of \$200,000 from the Casey Foundation to support LAP activities, and it is devoting a portion of the Early Childhood Senior Associate's time to LAP implementation. Montgomery County leaders, representing parents, community members, businesses, public agencies and private providers, are meeting in two-day sessions from November 2006 to November 2007. Together, they are aligning resources, decisions and actions to significantly increase the number of children who are fully ready to learn when they enter school as measured by the Work Sampling System Kindergarten Assessment.

Youth Development

- * A total of 5,363 youth were served in all after school programs.
- * 95% of youth in the Arts On the Block program were confident at post-test that they could use different resources to find employment compared to 61% at pre-test.
- * 100% of the participants in the Teen Parenting Group offered by the Rockville Youth Services Bureau reported learning new parenting skills.

Early Childhood

- * 100% of families enrolled in Healthy Families Montgomery had no indicated report of child abuse and neglect.
- * Through ChildLink, a bilingual referral telephone line, 1,425 children were served, with 92% of callers successfully linked to services and 21% of callers receiving bilingual services.



Prince George's County Commission for Children, Youth and Families

Children Safe in their Families and Communities

- 96% of youth who participated in MST did not experience an arrest or re-arrest by discharge; 87% of parents participating in MST indicated that they had improved parenting skills to be able to handle future problems.
- 91% of youth served in IFPS in FY05 were not placed in an out-of-home placement at least one year after completing case closure.
- 100% of families served by Healthy Families had no out-of-home placements or Child Protective Services involvement.
- 95% children served by after school programs attended through the end of the program, assuring they were in a safe, structured after school environment.
- The Family Crisis Center Emergency Shelter: the 24-hour crisis intervention hotline received more than 5,000 calls, there were over 600 participants in public education and outreach activities, and no woman seeking shelter was turned away.

Children Successful in School

- 90% of CSI In-State Return youth and 85% of CSI In-State Diversion youth attended 80% of school days in session.
- 95% of youth attending after school programs in FY06 improved social & emotional skills based on pre- and post-tests; 86% improved grades based on report cards.
- A new pilot in-school suspension program at an elementary school, funded by a mini-grant, has resulted in a 30% decline in aggressive behavior and a 20% decline in disciplinary referrals over same reporting period last year.
- Overall, the County has an improving three-year trend for the percentage of students in third, fifth and eighth grades that are proficient in reading and math.

Children Entering School Ready to Learn

- The County has improved trends in children fully ready to enter kindergarten, with a 33% increase in the rate fully ready from 2002 to 2005.
- Healthy Families provided over 1,000 activities with parents that targeted the social and emotional development of the child. 95% of parents demonstrated the ability to interact with their children and promote healthy development.

Healthy Children

- The LMB funds school-based health services at Bladensburg High School and a pediatric program at Oxon Hill High School, filling an unmet need as 78% of those served had no health insurance.
- Of families enrolled in the Healthy Families: 95% of children are up-to-date on immunizations; 100% of babies were assigned to a primary care physician at birth; and 100% of babies were screened for developmental delays.

Major Accomplishments

- Established new SBHC at Bladensburg HS, increasing the number of high schools with SBHCs to four.
- Established new Community Conferencing program to serve as an alternative to suspensions, expulsions and adjudication for non-violent juvenile offenses.
- Established a single point of access.
- Hired a full-time DMC Coordinator to direct the County's efforts in reducing the disproportionate minority contact within the juvenile justice system.
- Initiated a truancy prevention program utilizing a case management model at three elementary schools identified with high truancy rates.
- Established three new LMB committees to focus on implementation of the strategic plan.
- Held meetings with key stakeholders to receive input and suggestions through a RA strategic planning process to develop a Prevention Plan for incorporation into the CPA.
- Funded 12 community mini-grants that included after school, gang prevention, in-school suspension and suspension reduction, and programs to reduce infant mortality and training to enhance early identification of child sexual abuse.
- Held community forums/conferences to provide information on key issues and identified needs.



Babies Born Healthy

- SIDS Mid-Atlantic received funds for their Cribs for Kids program that provides cribs to low-income mothers. No mothers receiving a crib experienced an infant death.
- 95% of mothers enrolled in Healthy Families completed expected prenatal visits and received postpartum care.
- 95% of babies were born with a birth weight over 5.5 lbs. and there were no infant deaths.

Queen Anne's County Community Partnership for Children and Families

Children Successful in School

After School Programs (ASP): The LMB has supported the Partnering for Youth programs expansion over the past several years. In FY06, 1,904 students were served in the 13 schools. The percentage of elementary school students was 63%, middle school students 33%, and high school students 4%. Overall, half of the elementary and middle school students who regularly attended the ASP show improved school attendance. Among all students who attended the ASP, the average school attendance was 94.76% compared to the average school attendance of 93.31% for all students at the 13 public school sites. Among students who regularly attended the ASP, academic achievement scores improved slightly.

Sustaining Strong Programs and Initiating New Ones

The LMB established the Foundation for Community Partnerships, Inc., out of the desire to support those programs that are making a difference in the community and nudge those who have the passion to start a new charitable initiative. By the end of 2006, the foundation was managing 22 designated funds totaling \$578,677 in resources. In 2006, the Foundation increased the amount of grants it awarded from those funds from \$94,094 in 2005 to \$327,524.

Babies Born Healthy & Children Enter School Ready to Learn

-In conjunction with early childhood care providers, consultants, community members, and parents, the LMB developed a blueprint for an Early Childhood System of Care. The final plan will address the full spectrum of needs and services for children from birth through age five. The LMB hopes to utilize the plan to obtain additional funding for the various components of the Early Childhood System of Care.
-With support of the LMB, early childhood advocates were able to obtain more permanent funding for the Family Support Center starting in 2007. This effort is an important part of the System of Care.

Healthy Families

Queen Anne's County is proud to partner with Talbot County to bring the Healthy Families Program (HF) to the area. HF Queen Anne's/Talbot provides intensive prevention and early intervention services to first-time parents who are at-risk for poor parenting outcomes. As of June 30, 2006, 100% of the children in the program were current on their immunizations. Of 18 babies born last year to women who enrolled in their first two trimesters of pregnancy, 16 (89%) weighed 2500 grams (healthy birth weight) or more and had at least 39 weeks gestation. HF parents reported that they know more about children's brain development-and 11 other parenting areas-now than they did before HF. 97% of HF parents demonstrate good or excellent parenting skills with their children, fostering healthy brain development that supports school readiness. The number of FY06 child abuse and neglect reports (five) and findings (zero) is much lower than the predicted number possible (37) for the high risk population served.

Now Chesapeake Helps!

Families and Communities across the Mid Shore

Five years ago the LMB established the popular QAC Helps!, a resource and awareness program that all county citizens could access by dialing 1-866-QAC-HLPS or through the website qachelp.com. It has an all-inclusive resource and service database with people available to help six days a week. Through a partnership with the GOC and the Caroline, Dorchester, Kent, and Talbot LMBs, the catchment area has been expanded to include those additional counties.

The new Chesapeake Helps! goes beyond providing resource and referral information. In FY07 it expanded to provide extra support and guidance to those families who need help navigating the complicated public system of family services. A concerned parent, relative, neighbor, community member, or other people who work in the system may call Chesapeake Helps! After a brief consultation, the professionals answering the phones will put the family in touch with Family Navigators who are knowledgeable about the intricacies of the system and will meet with the person and provide detailed knowledge, advice, guidance and connections to the professionals at each organization who are the best match to support that family and their individual needs.



Local Management Board of St. Mary's County, Inc.

Improving Local Services

- Provided wraparound training to 90 staff from public and private agencies and parents and began using the process with families involved with three or more agencies.
- Provided after school program at six sites and served over 400 children.
- Served 20 children and their families in the CASASTART program, which is a substance abuse program for children 8-13 years old and their families, in the Lexington Park section of the county.
- Implemented the Single Point of Access for families that provides information on services and resources for children, youth and their families. It is estimated that this new office will serve 300 families in a year.
- Continued an attendance monitoring program in middle schools to increase school attendance.
- Provided funding for literacy learning parties for preschool children and their families to increase school readiness.
- Began parent support groups and outreach to engage parents in participation in committees and work groups.

Major Accomplishments

- Lead in the implementation of the Leadership in Action initiative in partnership with the Children's Cabinet and the Annie E. Casey Foundation to improve children entering school ready to learn.
- Received a second year funding of \$50,000 from the Jack Kent Cooke Foundation to increase the percentage of high school seniors going to four year colleges from Southern Maryland.
- Continued parent involvement activities to increase support services for parents with children with special needs.
- Implemented a new Care Management Entity to reduce out of home placement for 20 children through the development of local systems of care.
- Sponsored Child Welfare Day for over 100 participants which focused on binge drinking and underage drinking.
- Received \$19,654 grant from the Children's Justice Act Committee to fund "Finding Words" training for 14 members of the St. Mary's County Multidisciplinary Team to enhance forensic interviewing and investigative skills regarding child sex abuse.



Children Are Safe In Their Families and Communities

- The rate of juvenile arrest for violent crime for youth ages 10-17 years old declined from 40.1 per 100,000 in 1995 to 28.4 per 100,000 in 2005.
- The rate of child abuse and neglect has continued to decline for the past seven years from 5.8 per 1,000 in 1995 to 2.3 per 1,000 in 2005.
- IFPS program has made significant progress in keeping children in their homes and in a safe environment. In 2005, 93% of children in IFPS were not placed out of home within one year of case closure.

Children Successful in School: The percentage of high schools students scoring satisfactory on the Maryland School Performance Assessment Program increased from 60% in 2005 to 67.5% in 2006.

Stable and Economically Independent Families: The percentage of court-ordered child support cases paying increased from 56.7% in 1995 to 82.6% in 2004.

Children Entering School Ready to Learn: The percentage of children entering school rated as full ready on the Maryland Work Sampling Survey increased from 49% in 2003 to 80% in 2006.

Local story of the role of the LMB – building a system of services

The counties of Calvert, Charles, and St. Mary's received a planning grant from GOC to address the needs of families in Southern Maryland who were seeking voluntary placement for their children and youth. The directors of the DSS, the DJS, the CSA, and the LMBs from the counties developed collaborative strategies among the partnering agencies. These strategies included: providing wraparound training to more than 150 staff from the various public and private agencies; developing new community resources and support for parents with special needs children and youth; and opening a new three-bed short term crisis facility to prevent hospitalization of children and youth and to reduce custody relinquishment by parents in order to receive services. The crisis bed home was opened in August 2006 through a blending of funds from DHMH, DHR and DJS. One of the key findings during the planning of this facility was that many of the children in need of this service were involved in two or more agencies. The blending of grant funds by the three state agencies is an innovative approach to the development of a seamless system of care; collaborative efforts will continue to be developed in order to achieve improved child well-being.

Somerset County Local Management Board



Major Accomplishments

Programs for Youth and Families at Risk:

- * Bridges to Success (CINS Diversion Program) saw a 25% increase in participants who brought their school attendance above 90%, and 92% of participants avoided formal involvement with DJS during FY06.
- * In FY06, Start Taking Alcohol Risks Seriously (STARS) for Families served 57 6th and 7th grade students at Somerset Intermediate School. 56.5% of STARS participants reported talking with a parent about not using alcohol in the past 30 days and 97% of participants reported not using alcohol in the past 30 days.

Gang Assessment: Completed a Somerset County Gang Assessment and Strategic Plan and secured funding for a Gang Resistance Coordinator/Gang Prosecutor through the United States Attorney's Office for the District of Maryland's Comprehensive Anti-Gang Strategy Grant.

Developmental Assets: In FY07, one high school's staff was trained in the 40 Developmental Assets framework, and the goal is to train the remainder of the schools in the county by the end of FY08. The initiative will be extended to the community starting with the Youth Summit in June 2007 and will continue in FY08.

Children Safe in Their Families and Communities

- As of January 31, 2007, 11 families received Interagency Family Preservation Services during FY07.
- A total of 168 students participated in after school activities funded through the Children's Cabinet After School Program during FY07. One program was held at five elementary schools and one was a community-based program.
- In FY07, 94% of the families in the Healthy Families Lower Shore program indicated adequate home safety, as measured by the Maryland Safety Checklist.

Healthy Children

- According to the 2004 Maryland Adolescent Survey, last 30-day use of any form of alcohol declined for 6th, 8th, and 12th grade students in Somerset County Schools. Reducing underage alcohol use remains a priority for the jurisdiction.
- A total of 57 students in 6th and 7th grade participated in the Start Taking Alcohol Risks Seriously (STARS) program during FY06. 56.5% of students reported parent/child communications about not using alcohol in the past 30 days.

Children Successful in School

- In FY06, 52% of students who participated in the Children's Cabinet After School Program at the schools scored above "Basic" in Reading on the Maryland State Assessment (MSA), and 59.3% scored above "Basic" in Math on the MSA.
- In FY06, 70.3% of students who participated in the Children's Cabinet After School Program were absent less than six days during the school year.
- 100% of targeted children in the Healthy Families program received developmental screenings, and 100% of targeted children with a suspected delay were referred for assessment and services.
- 80% of participants who participated in the Healthy Families program for at least one year had adequate knowledge of child development, communication, and discipline as measured by the Knowledge of Infant Development Inventory.

Improving Local Services

- The County secured funding for and coordinated a Secondary Trauma Training for police officers, prosecutors, Child Protective Service workers, and mental health professionals who serve the Somerset County CAC.
- In FY07 a Family Navigator was hired to improve families' access to services.

Talbot Family Network (TFN)

Improving Local Services

-Community Committees and Coalitions: TFN staff sit on more than 20 community committees/coalitions, including the Disability Coalition, the advisory boards for the Chesapeake Child Care Resource Center and the Queen Anne's/Talbot HF Program, the Law Enforcement Action Team, and the Coalition for Safe and Healthy Youth. The TFN serves on and/or coordinates the Early Learning Interagency Council, the Interagency Council and the LCC, all committees that address the needs of high-risk children.

-Family Dependency Treatment Court: Talbot County Circuit Court is in the early stages of forming a "Family Dependency Drug Treatment Court." Spearheaded by the Honorable Sidney S. Campen Jr., the Court is hoping to become the third Maryland jurisdiction to establish such a process. A family dependency drug treatment court is a collaborative effort in which the court, treatment, child welfare and other public, private and non-profit groups come together in a non-adversarial setting to conduct comprehensive child and parent needs assessments.

Children Enter School Ready to Learn

-The Healthy Families (HF) Queen Anne's/Talbot served 49 Talbot County families, with a total of 39 infants and children under five. In Talbot, HF staff made 717 home visits, conducted 84 developmental screens, and made 137 referrals to other community services. In FY07, 97% of the children in the program were current on their immunizations.

-The Talbot Touchpoints™ Project is a model for training practitioners/providers around key points in a young child's development; it is a form of outreach and supportive alliance building which engages parents. The county is one of 75 Touchpoints™ sites in the U.S. In FY06, 167 individuals participated in trainings and workshops, 108 parents participated in parenting classes, and 3,600 "My Child's Journals" were distributed in Talbot County and across the country. Touchpoints™ has become integrated as part of the curriculum of the McQueen Gibbs School of Nursing through Chesapeake College.

Children Safe in Their Families & Communities

-As a result of the *Checkmate: Alternative to Suspension* program, there has been a steady decrease in out of school suspensions since 1998. In FY06 there were 938 referrals to Checkmate. The program boosts continued quarterly visits from many community partners, including speakers from DJS, DSS, Talbot Partnership, and Allied Health Programs.

-In FY07, the *Talbot County Juvenile Drug Court* in conjunction with TFN has hosted three Art Therapy receptions for Drug Court participants. Art Therapy classes are required of all drug court participants. Through the use of art, youth increase their self-awareness and insight into addictions problems. During a reception, Drug Court participants displayed their art works.



Major Accomplishments

- After School Funding: 1.) After school funding supports four programs housed in public schools, one local church and the YMCA; more than 300 youth were served in the first half of FY07. 2.) Easton Elementary School After School Enrichment Program, in its second year of operation in FY07, was developed by the Parent Teacher Organization as a response to the interests and needs of the school. 3.) The Sport Stackers Club, which had a weekly attendance of 25-30 students, competed in the Maryland State Sport Stacking Tournament. Eighteen students competed on the team, bringing home 34 trophies and medals. The Star Democrat featured the Sport Stacking Team on the cover of its Life section on May 21, 2006.
- Blue Ribbon Commission: Members, who worked with the Community Anti-Drug Coalitions of America, reviewed the data on the high rates of alcohol, tobacco and other drug abuse by adolescents in the county. The Commission has developed a functional problem statement, "Talbot County has a growing substance abuse and addictions problem" that is not limited to its adolescents. The Commission's next steps will be to identify strategies and activities to address the problem in a manner that will lead to measurable, community-wide results. A report is expected to be released by summer 2007.
- Talbot Partnership for Alcohol and Other Drug Abuse Prevention established an Evaluation Committee to provide data for the Blue Ribbon Commission. The Committee consists of representatives from the TFN, education, health, human services, the judicial system and law enforcement and works with Just Cause, LLC. Data cover the availability of alcohol, tobacco and other drugs; usage rates among adolescents; hospital and treatment program; and crimes related to alcohol and drugs.

Washington County Community Partnership for Children & Families (WCCP)

Major Accomplishments

- The Western Maryland Partnership of Frederick, Washington, Allegany and Garrett Counties were awarded Local Access Mechanism funding for FY07. This funding provides for a contract with the Mental Health Association of Frederick County, Inc. to utilize their Frederick County Hotline, a 2-1-1 call center, as the 24/7 information and referral center for the local System of Care. 2-1-1 services became available to Washington County residents in August 2006.
- WCCP and The LMB of Allegany County, Inc. elected to partner in the development of a regional family navigation strategy, known as The Family Network. This strategy provides family navigators to assist families of children with intensive needs in navigating the System of Care.
- In November 2006, five members of the community were trained to be trainers in Cultural Competency Training through the National Multi-Cultural Institute. One community training has occurred and an additional training has been scheduled to continue to raise competency.
- WCCP has consistently partnered on the annual Washington County Child Abuse and Neglect Conference held yearly in April. Additionally, beginning in September 2006, four parent/professional workshops have been held in cooperation with The Parents' Place of Maryland, Partners for Success Family Support Center, the Maryland Coalition of Families for Children's Mental Health, and the Washington County Mental Health Authority (Core Service Agency).
- The Washington County Teen Pregnancy Prevention Coalition continues its mission to "raise awareness of the implications of our high teen birth rate and to advocate for an inclusive, community-wide approach and comprehensive services in order to reduce births to teens."

Children Safe in Their Homes & Communities

-*Safe Place*, Washington County's accredited Child Advocacy Center, provided services to 935 victims of physical and sexual abuse, of which 397 were primary victims and 538 were secondary victims. The WCCP-funded police detective provided a designated officer to the Center to improve services.

-*Interagency Family Preservation* serves 80 new families each year providing services that prevent the removal of a child from the family into an out-of-home placement.

-Since October 2006, the *Juvenile Delinquency Prevention and Diversion Initiative* has provided case management and diversion services focusing on two core components: diverting juvenile offenders from the DJS and redirecting alleged CINS youth to community-based services. An estimated 400 youth will be served during FY07. 97.7% of families receiving services have reported satisfaction with the program. 100% of CINS youth have avoided adjudication for one year from open date.

-The *Cascade Outreach After-School Program* is based on PROJECT LEARN, a comprehensive research-based strategy that supports academic achievement through youth development, community service projects, recreation, fitness and arts activities. In FY07, 52 youth have been involved in this program located in a remote area of the county.

Stable & Economically Independent Families

The "Hopewell Express" project has been funded to provide a pilot transportation program. Temporary Cash Assistance clients, as well as other clients being served by agencies whose mission it is to improve the economic stability and self-sufficiency of families, will be transported from designated Washington County Public Transportation Department (County Commuter) stops to the Hopewell Road employers. The Hopewell Road employers provide higher starting wages than current accessible employment opportunities. The partnering agencies will continue to provide clients with the employment training, coaching and support that they have traditionally provided. Utilizing the data collected on ridership from this pilot project, it is the intent that the County Commuter would be able to apply for Maryland Transit Administration funding to sustain and/or expand this public transportation route given the documented need for service.



Babies Born Healthy: Hagerstown Community College Teen Parent Program has already served 58 teen parents in the first half of FY07 with 88% of those enrolled in classes receiving passing grades for the fall semester. Three teen parents received their CNA/GNA certificate and one teen parent graduated with her AA in Business.

Wicomico Partnership for Children and Families

Improving Local Services

-Five-Year Strategic Plan completed in 2005, based on the 2004 Community Needs Assessment, continues to guide the work of the LMB committees. In Spring 2006, a Board-Service Provider Workshop was held on understanding RA. Committees are working on targeted result areas to review progress in strategic plan implementation and outcomes.

-A gang reduction plan was developed with input from three community groups, with total of 50 participants, convened to focus on Prevention, Intervention, and Prosecution. Youth at the Alternative Learning Center participated in a focus group, and a Radio Talk Show engaged youth to call in with opinions to stop the increasing violence and gang involvement. The resulting Plan was granted the largest award in Maryland.

-The Community Cares System of Care planning process convened stakeholders from across the local child-serving agencies and families to finalize a plan to expand services for children with intensive needs. The LMB was awarded funds to staff a Family Resource Center with professionals and family members to assist families in identifying and accessing resources for their child.

Children Enter School Ready to Learn: Healthy Families Wicomico celebrated becoming a nationally certified program in March 2006. The Family Support Workers made 276 visits to 49 participants over a 12 month period with 80% of the participants demonstrating improved parent-child interaction as noted in case files. One-hundred percent of participants passed the post-test Safety showing an improved understanding of home safety measures to reduce childhood accidents and potential deaths.

Nationally recognized by America's Promise in December 2006 as one of The 100 Best Communities for Young People because of "innovative solutions to community issues" for second consecutive year – and the only Maryland jurisdiction recognized in 2007!

Major Accomplishments

- The CAC provided training on child abuse identification and prosecution to more than 200 participants regionally, including Finding Words and Illuminations. Two billboards have been created and radio spots aired on local radio stations for a total of 195 times. Presentations were given to 340 people in civic and professional organizations. There has been an 11% reduction in repeat offenders since the CAC started collaborative efforts in 2001.
- New Day Youth Development Initiative brought national trainers to convene a community meeting attended by 50 people, a breakfast with 25 community leaders, a youth night-out with 35 youth, and Saturday morning asset training with 25 parents. In Fall 2006, six train-the-trainer teams (four in Wicomico and two in Somerset) attended a School Climate Change Initiative workshop to prepare to work with different schools.
- The first annual Youth Leadership Academy was attended by 75 youth ages 13 – 16, focusing on the Five Promises to commit to a healthy lifestyle. This event was funded through a 100 Best Communities \$25,000 award received from America's Promise and Citicorp.
- Community Cares, services for children with intensive needs to prevent out of home placement, served 30 children and their families in FY06, including shelter beds for displaced youth, intensive wraparound services for chronic distressed families, and assessments for Truancy Reduction Program to identify service needs. Of these families, 80% were prevented from experiencing an out-of-home placement.
- The Family Empowerment Initiative was launched January 2006 in partnership with the Maryland Coalition of Families for Children's Mental Health in the first Eastern Shore Family Training which convened with 20 committed participants. Subsequently, two additional follow-up trainings were provided with regional participation.



Children Successful/Completing School: Both the Truancy Reduction Program in partnership with the Circuit Court and Board of Education, and the New Day Youth Development Center at the Salvation Army for youth suspended from school, are working to catch youth before they move further into the juvenile justice system. 550 youth were served in 2006 by connecting to community supports while providing a safe and positive place for youth when out of school.

Worcester County Initiative to Preserve Families

Major Accomplishments

- Facilitated and established a Planning Workgroup with key community stakeholders, vendors, and board members to further develop and implement a System of Care during FY07.
- The Assets in Motion Initiative is a movement to involve all sectors of the community to create an asset building culture and to contribute fully to young people's healthy development. The LMB ensures that it is included in its contracts (as appropriate).
- Contracted with Salisbury University's Center for Community and Family Life to conduct a second comprehensive, community-wide needs assessment. Findings from these data collection efforts were reported within the framework of Maryland's Results for Child Well-Being and highlighted both strengths and the challenges. Based on the data collected, general recommendations for resource development were made and a comparison analysis of the 2002 and 2006 Needs Assessment was examined.
- Conducts the administrative, fiscal, monitoring, and evaluation oversight for CSI, IFPS, and Community Service Centers. Provided technical assistance to community providers, and staff participated as members on various councils, boards, and workgroups.

Children Safe in Their Families And Communities

-IFPS provided 24/7 intervention services to 20 families with 5-20 hours per week of contact with each family over a six week period.
-In-home mental health services were provided to 20 Family Preservation team clients with a maximum of 10 hours per week in-home mental health consultation and related services for all families served within five working days of referral.

Stable and Economically Independent Families

-More than 500 parents utilized the three Parent Resource Centers, which offer Worcester County families an awareness of community services, parent educational information, and programs.

Communities That Support Family Life

-More than 12,000 visits were made to YourCommunityLink.org, which provides resource and contact information on human resource providers.
-More than 700 referrals were made to community service agencies and organizations through single-point-of-entry sites in Pocomoke City and Berlin in FY07.



Improving Local Services

-Expanded Community Partnership Grant, C-SAFE, Youth Strategies Consolidated Grant, and the Local Access Plan are all examples of collaborative projects that brought together a broad array of community stakeholders to increase and improve efficient use of resources, using data and outcomes to direct programming and funding decisions. For example, the LMB utilized an interagency Youth Strategies Grant Advisory Committee to review proposals and make recommendations on programs to be included in the FY07 Grant application to the GOCCP. The grant was awarded in full.

-Through the Worcester Community Compass planning calendar and resource guide, the LMB website, the Red Book resource directory, and marketing efforts, community awareness of available resources increased. Baseline data is being established by Salisbury University's Center for Community and Family Life.

-A Parent Consortium comprised of public and private organizations that provide various types of parent education was maintained in order to implement best practices, reduce duplication, identify gaps, and reduce the stigma attached to such trainings.

-Maintained two "single-point-of-entry" Community Resource Centers in the county to provide case management type support for families in need.

-Maintained support for ASP in two elementary schools, two middle schools, and two high schools as well as providing transportation, without which, the students would have been unable to participate.

-A four-year ongoing collaboration with DJS and the health department initiated the Alternative Directions and Care Coordination programs. Alternative Directions is a collaborative program that receives referrals from the local DJS staff who screen each youth at intake for needs across five personal and family domains.



Maryland's Children, Youth and Families



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