

GOC Strategic Plan Summary

Highlights:

- Restructuring the office to focus on policy development, analysis, and research.
- Reprogramming the Children's Cabinet Fund to support Governor Hogan's vision for jobs and economic opportunity
- Recommitting to local authority and local decision-making
- Transitioning to quantifiable, transparent results
- Streamlining boards, commissions, and Office functions
- Transferring operational programs
- Conducting outreach to elected officials and the philanthropic community

Overall changes will occur in 4 phases:

Phase One - FY16:

- Technical Assistance: Provide intensive technical assistance and training to LMBs in areas that include board development, addressing poverty, cultural competence, the four Strategic Goals, how families and young people can be engaged as partners in the discussions on the development of quality services by the LMBs, and building on existing effective tactics such as Home Visiting.
- Accountability: Implement use of the Results Scorecard™ web-based application for accountability; Conduct onsite monitoring of LMBs on fiduciary responsibilities.
- New Grant Process: Develop a new grant application process for LMBs that includes a focus on the four Strategic Goals and accountability.
- Reorganizing: Transition two programs to operational agencies that were piloted at GOC and demonstrated success:
 1. Leadership of the Childhood Hunger program activities will reside with MSDE and DHR; and
 2. The Care Management Entity (CME) program will reside in DHMH (including \$2.8 million to support services) as DHMH integrates the CME with two other case management programs for the same population. This will streamline services to families and create efficiencies in funding.
- Streamlining and Using Resources More Effectively:
 1. Reprogram a percentage of the funding currently used for the CME program to support planning, data collection, and needs assessments by the LMBs related to the four Strategic Goals.
 2. Radically reduce a University contract, which will free up resources for more effective technical assistance and training approaches for LMBs.
 3. Eliminate unnecessary, obsolete or defunct boards, commissions, and office functions. We have done a top to bottom review of Maryland statutes, as well as

executive orders and regulations, to identify the work, activities, or meetings that should be streamlined, transferred, wound down, or eliminated. We identified several advisory councils, review teams or boards, commissions, units, programs, and other entities that had become defunct or included obsolete references to the Governor's Office for Children (GOC) and have recommended that the law, Executive Order or regulation be revised.

4. Discontinue the State Children, Youth, and Family Information System (SCYFIS) database due to the system's outdated programming, the reliance on older versions of Internet Explorer, and its inability to capture the information the State needs to speak to the well-being of children in its care. This action will save the state millions in redevelopment, hosting, maintenance, and staff support costs. A small portion of the savings will be used to support technical assistance for LMBs.
- **Building Partnerships:**
 1. Establish partnerships with philanthropic organizations to generate resources and develop new financing approaches to support the LMB services and programs in the four Strategic Goals.
 2. Conduct outreach to LMBs through regional visits to share information about the Governor's Strategic Goals and learn about the work of each LMB in the state.
 3. Conduct outreach to the General Assembly and local elected to keep them informed of the changes.

Phase Two - FY17:

- **Partnerships:**
 1. Continue local visits, intensive technical assistance, onsite monitoring and implementation of Results Scorecard™ with the LMBs. (through FY19)
 2. Continue outreach to foundations and elected officials. (through FY19)
- **New Grant Process Focused on Accountability:** Issue the new application process for LMB funding to include:
 1. Level funding for the LMB base allocation and administration (with flexibility built-in for local priorities as LMBs convert funding from old programs to new ones).
 2. Flexibility for LMB to determine funding needed for administration, up to 30% of the allocation.
 3. New funding for the four Strategic Goals.
- **Using Resources More Effectively:**
 1. The new funding will be reprogrammed from CME resources (based on FY16 CME budget), minus transition funding (\$2 million) to DHMH to support year-two services during integration.
 2. Eliminate the contract with the University in favor of more effective training resources.

Phase Three - FY18:

- **New Grant Process Focused on Accountability:** Issue the LMB grant application process for:

1. A single pool of funding for administration and services (based on the FY17 allocation) with LMB flexibility to determine administration, up to 30% of the funding.
 2. Additional new funding to support the four Strategic Goals that will be available competitively to LMBs based upon the results achieved in FY16 and FY17.
- Use Resources More Effectively: New funding will come from the total CME resources (based on FY16 CME budget) reprogrammed to support the Governor's four Strategic Goals.

Phase Four - FY19:

- New Grant Process Focused on Accountability: Issue the LMB grant application process for a single pool of funding. The total award to an LMB will be focused on the four Strategic Goals and based upon results achieved in FYs 16-18.

Staffing Changes

- Restructuring of the Office: The staff have been restructured in order to focus on policy development, research and data analysis. Staff have been assigned specific policy areas and have developed expertise for the purpose of:
 1. Providing the Governor and the Children's Cabinet with analysis of research and data, best practices, and policy recommendations.
 2. Providing the Local Management Boards with technical assistance as they prioritize Results and Indicators, perform assessments of community needs, and conduct local resource analyses in order to create jurisdictional community plans to address the four Strategic Goals.
- Reorganization with Agencies: Through reorganization plans with other agencies, two staff will be transitioning. One person will be transferred over to DHMH as part of transitioning the Case Management Entity program, effective October 1st. Another person has been transferred to DoIT, as the SCYFIS database is terminated and DoIT assumes responsibility for all GOC IT needs.
- Maximizing Resources with Other Coordinating Offices: We are exploring sharing grant-writing and communications capacity to maximize resources across Coordinating Offices.