



Maryland's Three -Year Children's Plan

Update – February 2008



On Behalf of the Children's Cabinet

Submitted by the Governor's Office for Children

MARTIN O'MALLEY
Governor

ANTHONY G. BROWN
Lieutenant Governor

JOHN COLMERS
Secretary
Department of Health & Mental Hygiene

DONALD W. DEVORE
Secretary
Department of Juvenile Services

BRENDA DONALD
Secretary
Department of Human Resources

T. ELOISE FOSTER
Secretary
Dept. of Budget & Management

NANCY S. GRASMICK
State Superintendent of Schools
Maryland State Department of Education

CATHERINE RAGGIO
Secretary
Maryland Department of Disabilities

DOLORES BRIONES
Executive Director
Governor's Office for Children

TABLE OF CONTENTS

EXECUTIVE SUMMARY	p. 3
NEW GOALS AND OBJECTIVES	p. 4
STAKEHOLDER RECOMMENDATIONS	p. 7
UPDATED DATA	p. 9
MAJOR ACCOMPLISHMENTS	p. 13



EXECUTIVE SUMMARY

The Three-Year Children's Plan provides a structure for collaborative work to improve child well-being in the State of Maryland. It delineates how the Children's Cabinet and the Governor's Office for Children will work with state agencies, Local Management Boards, private organizations, families, youth, and members of the community to achieve the Children's Cabinet vision that all Maryland's children will be successful in life. The plan emphasizes fiscal accountability and local responsibility.

This 2007 Three-Year Children's Plan Update builds on the first Three-Year Children's Plan, published in June 2006 and it will be integrated with the Interagency Strategic Plan upon its completion. Pursuant to executive order, the Governor's Office for Children, on behalf of the Children's Cabinet, must update the plan annually (*Executive Order 01.01.2005.34*). In creating this updated plan, the Children's Cabinet solicited recommendations from the Advisory Council for Children, and the Maryland Youth Council (both creations of executive order). See *Executive Order 01.01.2006.03* and *Executive Order 01.01.2006.10*.

After considering recommendations from a variety of stakeholders, the Children's Cabinet agreed on the following goals for the updated Three-Year Children's Plan:

- 1) Develop a Comprehensive State Prevention Strategy
- 2) Implement the Ready by 21™ Action Agenda
- 3) Build on Existing Foundations

The rest of this document includes:

- A description of all strategies and specific action steps related to the three goals for this updated 2007 Three-Year Children's Plan.
- Stakeholder recommendations that were considered in crafting the updated 2007 goals.
- Updated data on how Maryland is doing in the eight child well-being results.
- Major accomplishments of the original 2006 Three-Year Children's Plan.



THE 2007 UPDATED THREE-YEAR CHILDREN'S PLAN

The Children's Cabinet considered all recommendations from the Advisory Council for Children and the Maryland Youth Council. They determined the following updated goals, objectives and action steps:

Goal One: Develop a Comprehensive State Prevention Strategy

Objective 1.1 Support and expand Children's Cabinet Agencies' prevention strategies. Action Steps:

- The Children's Cabinet will convene interagency staff through the Interagency Strategic Planning process to:
 - Agree on a state agency definition of Prevention.
 - Identify existing interagency work on "primary" (universal) prevention strategies. In other words, look at how agencies are already collaborating on prevention activities for a broad population of Maryland's children.
 - Identify existing secondary (selective) and tertiary (indicated) prevention activities. In other words, look at how state agencies are already collaborating about prevention activities for youth who have already demonstrated that they are at-risk. These more targeted prevention efforts are closely linked to each agency's core mission and are often mandated at the state and federal level.
 - Research state agencies clients' first contacts with the state system in order to better identify target populations and interventions that are effective on the early end of the continuum of care.
 - Research the current number of youth development opportunities within state agencies that focus on positive youth development (and not just on preventing specific problems). Include a review of the number of available "intervention-focused programs" that provide strength-based approaches for youth.
 - Recommend ways to increase interagency coordination around prevention and youth development such as:
 - Coordinated prevention and youth development training and technical assistance.
 - Interagency standards for prevention and youth development program quality assessment.
 - Coordinated funding of prevention and youth development programs based on outcomes, rather than funding streams.

Goal Two: Implement the Ready by 21™ Action Agenda

Objective 2.1: Adopt and implement the recently completed Ready by 21™ Action Agenda on the statewide level. Action Steps:

- Create a permanent workgroup of the Maryland's Children's Cabinet to oversee implementation of and accountability for the Ready by 21™ Action Agenda.
- Implement goals and strategies of the Ready by 21™ Action Agenda.

Objective 2.2: Support Local Management Boards in addressing transition-aged youth issues on the local level. Action Steps:

- Identify Local Management Boards currently working on transition-aged youth issues and provide technical assistance in this process.
- Identify Local Management Boards interested in working on transition-aged youth issues and help them develop action plans.

Goal Three: Build on Existing Foundations

Objective 3.1: Update Maryland's Eight Child Well-Being Results and Indicators.

Action Steps:

- Convene an interagency results and indicators work group to:
 - Review and revise current Results and Indicators:
 - Consider creating a ninth result, Successful Transition-Aged Youth.
 - Consider adding indicators for Communities that Support Family Life (which is currently one of Maryland's eight results, but has no indicators).
 - Identify asset-based indicators. (In other words, phrase goals in the positive.)
 - Determine whether or not to include specific indicators for youth with disabilities.
 - Develop revised a set of results and indicators that have strong communication power, proxy power and data power to present to the Children's Cabinet for approval.

Objective 3.2: Expand the resources available to children with intensive needs in a fiscally responsible way within a System of Care. Action Steps:

- Use the current Children's Cabinet Wraparound Finance Workgroup to develop a financing plan to present to the Children's Cabinet to expand Wraparound – Care Management Entity projects in Maryland through Local Management Boards within existing funding sources:
 - Review current financing structures in place to maximize current available funds.
 - Use our existing contract with Innovations Institute to research financing structures from other states.
 - Identify sustainable financing to support current High Fidelity Wraparound Care Management Entities.
 - Identify financing to support future High Fidelity Wraparound Care Management Entities.
- Continue to provide training, technical assistance and quality measures of current High Fidelity Wraparound Care Management Entities.
- Continue to provide training and technical assistance for jurisdictions interested in developing new High Fidelity Wraparound Care Management Entities.

Objective 3.3: Increase Evidence-Based Practices in Maryland. Action Steps:

- Children’s Cabinet agencies will define and agree on a definition of evidence-based practices.
 - Agencies will coordinate efforts to increase evidence-based practices including training and technical assistance opportunities.
- Provide training and technical assistance to Local Management Boards about evidence-based practices.

Objective 3.4: Continue to support the work of the Early Care and Education Committee (ECE). Action Steps:

- Support the committee as it:
 - Reviews the Maryland Model of School Readiness new data when it is released each spring.
 - Explores the causes and forces that are affecting children’s abilities to be fully ready for school.
 - Reviews disaggregated data.
 - Engages new partners on both the state and local level to assist in this work.
 - Reinforces existing strategies that are working; explores new strategies, programs and services that will accelerate the result; prioritizes the new strategies; makes recommendations for expanding existing programs that are working; and implements new strategies, programs and services that are needed.
 - Reports progress and recommendations to Children’s Cabinet on a yearly basis.

Objective 3.5: Establish additional Maryland Opportunity Compacts with Local Management Boards. Action Steps:

- Provide training and technical assistance to Local Management Boards to identify “compactable” interventions.
- Provide assistance in calculating the finances involved in potential opportunity compacts.
- State agencies will work together to review proposals for compacts and enter into agreements where feasible.



STAKEHOLDER RECOMMENDATIONS

As part of the process of revising and updating the Three Year Children's Plan, the Governor's Office for Children obtained suggestions for new goals from three groups: the Children's Cabinet, the Advisory Council for Children and the Maryland Youth Council.

Their original recommendations are listed below:

Children's Cabinet (CC)

The Secretaries of the Children's Cabinet designated high level agency staff to make initial recommendations about the revisions to the plan. These agency designees, comprising the Children's Cabinet Results Team, reviewed the accomplishments of the Three-Year Children's Plan and recommended future activities for the Children's Cabinet's consideration. The major recommendations that were made to the Children's Cabinet and adopted as the Children's Cabinet recommendations are as follows:

- Develop a Comprehensive State Prevention Strategy by convening interagency staff to agree on a state definition of prevention.
- Implement the Ready by 21 Action Agenda by creating a permanent workgroup of the Maryland's Children's Cabinet to use the recently completed Ready by 21 Action Agenda.
- Update Maryland's Child Well-Being Results and Indicators through an interagency work group.
- Develop a plan to present to the Children's Cabinet to expand Wraparound – Care Management Entity projects in Maryland within existing funding sources.
- Increase evidence-based practices in Maryland by having the Children's Cabinet agencies define and agree on a definition of evidence-based practices. Coordinate efforts among child-serving agencies to increase evidence-based practices, including training and technical assistance opportunities.
- Continue to support the work of the Early Care and Education Committee.

Youth Council

The Maryland Youth Council was established by executive order to ensure youth are given the opportunity to provide feedback regarding youth centered public policies (*Executive Order 01.01.2006.10*). The Youth Council consists of more than 20 youth leaders representing community-based youth groups and organizations from around the State. Since the beginning of 2007, the Youth Council has met staff from the Governor's Office for Children to further develop their leadership skills and to participate in a results-focused planning process. The Maryland Youth Council met with the Children's Cabinet on September 27, 2007, and reported their one major recommendation for the Three-Year Children's Plan Update. Their recommendation was:

- Implement the Ready by 21 Action Agenda, paying particular attention to strategies that:
 - Increase out-of-school opportunities for older youth such as: community centers, recreation buildings that appeal to older youth and interesting activities after school.
 - Increase cultural learning opportunities for youth in order to decrease tension among youth regarding differences.
 - Increase individualized attention through guidance counselors. Youth need to know who they can go to with problems.
 - Increase college preparation opportunities such as: SAT preparation and courses of study based on interest.

Advisory Council for Children

The Advisory Council for Children was established by executive order to “make recommendations to the Children’s Cabinet on methods for meeting the policy and program goals of the State for integrated children and family programs and coordinating State programs with those operated by local governments, Local Management Boards, and private groups” (*Executive Order 01.01.2006.03*). The Advisory Council is comprised of various stakeholders, including local management boards, local department of social services, core service agencies, parents, youth members, advocates, community members, and Children’s Cabinet secretaries. The Advisory Council met on September 27, 2007, and made the following recommendations for updates to the Three-Year Children’s Plan:

- Implement the Ready by 21 Action Agenda with a specific emphasis on:
 - workforce development
 - specific benchmarks for youth
 - connecting the local “roll-out” with the on-going work of the Local Management Boards
 - forming partnerships with colleges and universities
- Re-examine the results and indicators with special emphasis on the current indicators and identifying new indicators as appropriate. The Advisory Council also recommended focusing on strategies that move the indicators.
- Establish additional Maryland Opportunity Compacts particularly focused on transition-aged youth and in keeping with the Ready by 21 Action Agenda.
- Explore the possibility of providing Wraparound services to support transition-aged youth who are having difficulty living independently with a specific focus on the supports needed to obtain and keep employment.



UPDATED DATA

The work of the Three-Year Children's Plan continues to be focused on Results Accountability Decision-Making. In addition, the original Three-Year Children's Plan reviewed all child well-being results and indicators to identify critical interagency areas to address. The data was represented using a "dashboard" that looked at one-year and five-year changes in the indicator. Where possible, the Maryland data was compared to national data. Each indicator was color coded to identify the direction of the changes: green indicated change in a positive direction; yellow indicated no change; and red indicated change in a negative direction.

The updated data is in the dashboard below. For more complete data please refer to the 2007 Child Well-Being Results Book (available on the Governor's Office for Children's website at www.goc.state.md.us).

Legend¹:

Green indicates change in a positive direction.

Yellow indicates there was no change.

Red indicates change occurred in a negative direction.

(Note:.) The footnotes below indicate variations in the year of the data for some indicators

Results & Indicators	5 years prior	1 year prior	Current Year	5-yr change	1-yr change	National Comparison Data ²
	2000	2004	2005	(rate or % change)	(rate or % change)	
Babies Born Healthy						
<i>Infant Mortality</i>	7.4	8.5	7.3	-1.4	-14.1	6.4 (2005)
<i>Low Birth Weight</i>	8.7	9.4	9.2	5.7	-2.1	8.1 (2004)
<i>Births to Adolescents</i>						
Ages 10-14	0.9	0.7	0.6	-33.3	-14.3	0.7 (2004)
Ages 15-19	41.2	32.4	31.8	-22.8	-1.9	41.1 (2004)
Healthy Children						
<i>Immunizations</i>	80.0	81.0	84.0	5.0	3.7	83 (2005)
<i>Injuries</i>						
Unintentional	3.8	4.2	4.1	7.9	-2.4	N/A
Assaults	0.3	0.3	0.4	33.3	33.3	N/A
Self-Inflicted	0.3	0.3	0.3	0.0	0.0	N/A
<i>Deaths</i>	32.7	33.7	29.8	-8.9	-11.6	32.7 (2004)
<i>Substance Abuse--8th grade³</i>						
Cigarettes	10.6	3.3	5.9	-44.3	78.8	9.2 (2004)
Alcohol	22.8	16.4	16.2	-28.9	-1.2	18.6 (2004)
Marijuana	10.6	6.9	6.4	-39.6	-7.2	3.4 (2004)
Children Enter School Ready to Learn						
<i>Kindergarten Assessment (Composite Score)⁴</i>						
Full Readiness	52.0	60.0	67.0	28.8	11.7	N/A
Developing Readiness	7.0	6.0	5.0	-28.6	-16.7	N/A
Children Successful in School						
<i>Absence from School⁵</i>	12.3	13.4	13.0	5.7	-3.0	N/A

¹ Note: Data varies widely in how they are calculated. Please see *Results for Child Well-Being* for more information and background on each indicator, how it is calculated, its significance, and the story behind the data.

² National data is not always available at the same frequency as state data. Additionally, data is not always comparable or even available, due to wide variations in methodology. For these data, "N/A" is recorded.

³ Because data are unavailable for 2003, 2005, or 2006, "5 year prior" data uses 2001 data, "1 year prior" data uses 2002 data, and "Current Year" uses 2004 data.

⁴ Data come from 2007 (current year), 2006 (1 year prior), and 2003 (oldest available data).

⁵ Data come from 2006 (current year), 2005 (1 year prior), and 2001 (5 years prior).

Results & Indicators	5 years prior	1 year prior	Current Year	5-yr change	1-yr change	National Comparison Data ²
	2000	2004	2005	(rate or % change)	(rate or % change)	
<i>Academic Perf.-3rd Grade⁴</i>						
Reading						
Basic	41.9	24.1	21.7	-48.2	-10.0	N/A
Advanced	8.6	17.6	15.1	75.6	-14.2	N/A
Mathematics						
Basic	34.9	23.2	20.9	-40.1	-9.9	N/A
Advanced	14.8	25.6	24.8	67.6	-3.1	N/A
<i>Demonstrated Basic Skills⁶</i>						
Algebra	52.1	53.8	66.6	3.3	23.8	N/A
Biology	54.5	57.6	67.7	5.7	17.5	N/A
English 2	N/A	57.3	60.1	N/A	4.9	N/A
Government	57.3	66.4	74.2	15.9	11.7	N/A
Children Completing School						
<i>Dropout Rate⁵</i>	3.9	3.7	3.6	-7.7	-2.7	4.7 (2004)
<i>High School Prog. Completion^{5, 7}</i>	10.7	12.0	12.5	16.8	4.2	N/A
<i>High School Diploma⁵</i>	88.1	86.9	87.2	-1.0	0.3	85.5 (2006)
<i>Graduation/School Completion of Children with Emotional Disturbances⁵</i>	55.3	54.1	50.7	-8.3	-6.3	51.6 (2005)
Children Safe in Their Families & Communities						
<i>Abuse/Neglect—Indicated⁸</i>	5.8	4.4	3.8	-34.5	-13.6	10.7 (2005)
<i>Deaths Due to Injury</i>						
Accidents	9.7	11.1	9.3	-4.1	-16.2	14.9 ⁹ (2004)
Homicide	5.8	6.4	5.7	-1.7	-10.9	3.7 (2004)
Suicide	2.3	1.6	2.0	-13.0	25.0	2.4 (2004)
<i>Juv Violent Offense</i>	524.0	504.0	491.0	-6.3	-2.6	273 (2003) ¹⁰

⁶ Data come from 2006 (current year), 2005 (1 year prior), and 2002 (oldest data available); English 2 data are only available beginning in 2005 when the test was first administered.

⁷ Both University System of Maryland and Career & Technology Education Programs

⁸ Data only reflect case dispositions where child abuse and neglect was "indicated." While the trend has been highlighted green to indicate that it is going in the right direction, this is difficult to determine with just indicated cases. An argument can be made that a decrease in indicated cases implies that fewer cases have sufficient evidence for a finding of indicated. Therefore, the trend should be considered in conjunction with the overall number of investigations, as well as the number of cases that are unsubstantiated (rate of 4.1 in 2006, also a decrease from 2005 and 2001).

⁹ The national comparison data is rate per 100,000 youth ages 0-19 for 2004. For the same period, using the same methodology, Maryland has a rate of 11.3 for unintentional injuries, 6.5 for homicide, and 1.7 for suicide. Source: WISQARS Injury Mortality Reports, 1999 – 2004, National Center for Injury Prevention and Control, <http://www.cdc.gov/ncipc/wisqars/default.htm>.

¹⁰ Source: Violent Crime Index, <http://www.ojjdp.ncjrs.gov/ojstatbb/nr2006/downloads/chapter5.xls>

Results & Indicators	5 years prior	1 year prior	Current Year	5-yr change	1-yr change	National Comparison Data ²
	2000	2004	2005	(rate or % change)	(rate or % change)	
<i>Arrests (10-17)</i>						
<i>Juv Serious Non-Violent Offense Arrests (10-17)</i>	1993.0	1871.0	1758.0	-11.8	-6.0	1357 (2003) ¹¹
<i>Domestic Violence</i> ⁵	490.0	694.0	655.0	33.7	-5.6	N/A
Stable & Economically Independent Families						
<i>Child Poverty</i>						
Current Population Survey (CPS) 3-yr avg.	6.7	9.5	10.4	55.2	9.5	17.1 (2004-2006)
Small Area Income & Pov. Est. (SAIPE) ¹²	10.1	11.5	11.1	9.9	-3.5	17.8 (2004)
<i>Single Parent Households</i>	36.0	33.0	31.0	-13.9	-6.1	31 (2005)
<i>Out-of-Home Placements</i> ⁵						
Rate of Entry	10.9	10.1	9.7	-11.0	-4.0	7.6 (FFY04) ¹³
Cost (millions of dollars)	515.8	643.1	720.4	39.7	12.0	N/A
<i>Permanent Placements</i>						
Reunification	58.2	59.6	63.7	9.5	6.9	69.5 (FFY03) ¹⁴
Adoption ⁵	33.1	23.6	24.2	-26.9	2.5	27.2 (FFY03)
<i>Homeless Adults & Children</i> ⁵	856.0	631.0	668.0	-22.0	5.9	N/A

¹¹ Source: Burglary, Larceny-Theft, and Motor Vehicle Theft data, <http://www.ojjdp.ncjrs.gov/ojstatbb/nr2006/downloads/chapter5.xls>

¹² Data come from 2003 (current year), 2002 (1 year prior), and 1999 (5 years prior)

¹³ Data reflect the rate of entry on September 30, 2004, for 51 states and territories, as reported by each state's child welfare agency. Data may or may not reflect children in out-of-home placement through juvenile services or other child-serving systems. In this dataset, Maryland's rate for FFY04 was 8.0, presumably representing only child welfare. Source: National Data Analysis System (ndas.cwla.org)

¹⁴ For both reunification and adoption, the national comparison data is the mean performance out of 51 states reporting (reunification) and 47 states reporting (adoption). Source: Child Welfare Outcomes: Annual Report.



MAJOR ACCOMPLISHMENTS OF ORIGINAL THE THREE-YEAR CHILDREN'S PLAN

The Governor's Office for Children and the Children's Cabinet, along with various partners, have been successful in accomplishing many of the goals, strategies and action steps put forth in the original Three-Year Children's Plan. While many of the goals have been accomplished, there are still a few items that will be ongoing for years to come. Additionally, there are some items that have not yet been accomplished; those items have been folded into the updated three-year goals and objectives. Please see below for an update of the goals, strategies and action steps outlined in the original Three-Year Children's Plan:

Goal 1 - Develop a comprehensive prevention strategy

Objective	Strategy	Action Steps	Status
1.1- Utilizing Child Well-being Outcomes, support state and local prevention strategies	1.1.1 Identify agencies' role in prevention	1.1.1.1 Convene World Café with agencies to consider expanded prevention role to include promoting, preparing and protecting 1.1.1.2 In FY 07 agencies identify prevention activities relative to core mission 1.1.1.3 Three-Year Children's Plan annual update current activities and plans for expanded prevention role	To do.
	1.1.2 Support Local Jurisdictions in the development of comprehensive prevention plans	1.1.2.1 Local Management Boards develop plans for prevention strategies 1.1.2.2 Local Management Boards conduct or demonstrate planning process 1.1.2.3 Local Management Boards demonstrate a community needs assessment including use of data such as results and indicators 1.1.2.4 Local Management Boards demonstrate utilization of RA decision-making 1.1.2.5 Local Management Boards develop prevention logic model 1.1.2.6 Local Management Boards develop RA performance measures for each proposed program	Completed Completed Completed Completed Completed

Goal 2 - Develop transition aged youth plan

Objective	Strategy	Action Steps	Status
2.1- Establish a plan based upon the goal "Ready by 21"	2.1.1 Through Leadership in Action program, develop Transition-Aged Youth plan	2.1.1.1 Fully Develop Planning Process	Completed
		2.1.1.2 Identify site readiness team	Completed
		2.1.1.3 Clearly state the result and indicators to measure the result	Completed
		2.1.1.4 Identify trend line data for each indicator	Completed
		2.1.1.5 Identify a list of candidates to participate in the LAP	Completed
		2.1.1.6 Contact candidates' supervisor (where appropriate) to gain approval and support to extend the invitation to the candidate.	Completed
			Completed
		2.1.1.7 Invite candidates to participate in two-day sessions over the implementation period	Completed
		2.1.1.8 Train GOC staff in LAP implementation	Completed
		2.1.1.9 Create TAYLAP implementation team	Completed
		2.1.1.10 Co-design preliminary agenda for the two-day sessions	Completed
			Completed
			Completed
		2.1.1.11 Launch LAP	Completed
		2.1.1.12 Continue coaching GOC staff in LAP implementation and facilitation	Completed
		2.1.1.13 Complete LAP sessions	To Do
2.1.1.14 Publish Action Agenda	Completed		
2.1.1.15 Create an on-going structure to maintain momentum and revise action agenda in accordance with new data	To Do		
2.1.1.16 Develop "roll-out" structure to local level Update action agenda as needed	Ongoing		
	2.1.1.15 Update action agenda as needed	Ongoing	

Goal 3 - Build on Established Foundations

Objective	Strategy	Action Steps	Status
3.1- Entering School Ready to Learn	3.1.1 Continue Utilizing the RA process to accelerate the percentage of children entering school ready to learn	3.1.1.1- ECE reviews the new data when it is released each spring.	Ongoing
		3.1.1.2- ECE explores the causes and forces that are affecting children's abilities to be fully ready for school.	Ongoing
		3.1.1.3- ECE reviews disaggregated data.	Ongoing
		3.1.1.4- ECE engages new partners on both the state and local level to assist in this work.	Ongoing
		3.1.1.5- ECE reinforces existing strategies that are working; explores new strategies, programs and services that will accelerate the result; prioritizes the new strategies; makes recommendations	Ongoing
Objective	Strategy	Action Steps	Status
3.2- Continue State's Progress Towards Stable and Economically Independent Families	3.2.1- Expand Wraparound Maryland Project	3.2.1.1- Provide \$500,000 each to Baltimore City and Montgomery County to continue funding their wraparound pilot sites.	Completed
		3.2.1.2- Provide an additional \$500,000 for 1-2 new wraparound pilot sites through the Invitation to Negotiate Process	Completed
		3.2.1.3- Identify new wraparound pilot site and begin funding;	Completed
		3.2.1.4- Provide training, technical assistance, and coaching to new wraparound pilot site, and, as needed, to existing sites,	Ongoing
		3.2.1.5- Identify sustainable funding for wraparound pilot sites	Ongoing
		3.2.1.6- Determine a case rate for wraparound services	Ongoing

Objective	Strategy	Action Steps	Status
	3.2.2 : Support Development of Local Access Mechanisms	3.2.2.1.-Identify jurisdictions to receive local access mechanism funding and begin funding: 3.2.2.2-Upon determination of system navigator sites, through the Invitation to Negotiate, the Innovations Institute at the University of Maryland and GOC will provide module-based certification training for system navigators within local access mechanisms.	Completed Ongoing
Objective	Strategy	Action Steps	Status
	3.2.3 – Ensure Appropriate Resource Development	3.2.3.1- Local Management Boards will conduct needs assessments using Results Accountability planning process. 3.2.3.2- Local Management Boards who identify a need for community-based residential services must respond to the ITN 3.2.3.3- Awards will be made in September 2006. 3.2.3.4- Local Management Boards awarded funds for resource development will solicit providers in accordance with local procurement requirements. 3.2.3.5- Provide ongoing technical assistance to Local Management Boards in Resource Development	Completed Completed Completed Completed Ongoing
Objective	Strategy	Action Steps	Status
3.3- Support More for Maryland Financing Strategy	3.3.1- Establish Technical Assistance For Local Jurisdictions To Develop New Compacts.	3.3.1.1-Develop Technical Assistance 3.3.1.2-GOC, the appropriate State agency and DBM will work together to review proposals for compacts and enter into agreements where feasible	Completed Ongoing
Objective	Strategy	Action Steps	Status
3.4- Continue Support Of Locally Determined Community Plans	3.4.1- Re-Establish The Negotiated Community Partnership Agreement Process	3.4.1.1- Renegotiate Community Partnership Agreements	Completed