FINAL REPORT

Latino Youth Collaborative Oversight Workgroup

April 2014

Table of Contents

EXECUTIVE SUMMARY

Background

The Latino Youth Collaborative (LYC) Oversight Workgroup was convened by the County Executive to oversee initial implementation of the recommendations contained in the December 2010 Latino Youth Collaborative Steering Committee Report, *A Generation of Youth Hanging in the Balance* (hereinafter "Report"), which was produced by more than 100 stakeholders in order to address the crisis affecting many high-risk Latino youth in Montgomery County, Maryland. The Report's purpose was to provide insight into the experience of Latino youth and their families and to suggest a pathway forward to assure their well-being and success.

The essential work of the Oversight Workgroup was to ensure that the Report resulted in deliberate and strategic action to improve outcomes for Latino youth. The Workgroup convened key representatives of the County's executive leadership, along with leadership from across all County agencies and Montgomery County Public Schools (MCPS), advocates for Latino youth, and nonprofit service providers in order to facilitate cross-agency collaboration, brainstorming, and strategic planning to jump-start the deliberate work needed to achieve this shared goal.

Key Outcomes

The purpose of this final report is to provide an update on the work of the Oversight Workgroup and the progress made on the original Report's recommendations. Six key outcomes of the Workgroup are highlighted here, with further explanation in the remainder of the executive summary and in the full report.

1. Agencies with sole responsibility for specific recommendations were taking ownership of those recommendations and beginning to address some of the obstacles undermining the well-being of Latino youth within their ongoing work plans and individual strategic efforts. In many instances, they were going beyond the scope of the recommendations.

2. The Workgroup's initial strategic efforts were dedicated to breaking down barriers between agencies and encouraging information sharing and collaboration across agency lines regarding existing efforts directed at improving the well-being of Latino youth.

3. Upon completion of its term, the Workgroup identified partners who would 1) assume ongoing responsibility for implementation of the Report's recommendations by voluntarily integrating them into their work plans; and 2) commit to coordinating their efforts through continued participation in periodic accounting of the state of Latino youth in the County.

4. The Workgroup concluded that cultural competence was the single most significant crosscutting recommendation and bedrock issue underlying virtually all the remaining recommendations. As a result, a workgroup subcommittee was created to begin to address cultural competence in County government and in MCPS.

5. The Workgroup agreed that, to ensure accountability, there is a need to re-survey the Latino community on a periodic basis to collect data about the impact (if any) of the Report recommendations.

6. The Workgroup strongly recommended establishing a biennial forum where County agencies, including MCPS and the non-profit sector, report back to the community regarding the State of Latino Youth in Montgomery County This forum will encourage different sectors to work across silos, present on their progress and challenges.

Oversight Workgroup Process

Straightforward and crosscutting recommendations: At the outset, the Oversight Workgroup focused its attention on those Report recommendations specifically within the purview of a single agency such as Health and Human Services, the Police Department, MCPS or the Executive's Office. The Workgroup classified these recommendations as "straightforward" recommendations – not because their achievement was simple or uncomplicated, but rather because responsibility for implementation was squarely within the authority of a single agency. This distinguished them from recommendations that would require "crosscutting" or collaborative action across agencies.

Accountable agencies were invited to present their plans for achieving the "straightforward" recommendations to the Oversight Workgroup. Through this effort, the Workgroup learned that responsible governmental agencies were taking ownership of recommendations included in the Report and beginning to address some of the obstacles undermining the well-being of Latino youth within their ongoing work plans and as part of their individual strategic efforts. The Workgroup studied and probed the manner in which County agencies were involved in some multi-faceted work on behalf of all County youth that began to address the recommendations regarding Latino Youth and, in many instances, even to go beyond the scope of the recommendations. These efforts are documented in this final report in appendix B.

Breaking down barriers: This initial phase of the work revealed that a significant area warranting the Workgroup's attention was alignment of ongoing efforts operating at the County level, but often without coordination. It was the determination of the Workgroup that the impact of these simultaneous but disconnected efforts could be enhanced through greater coordination. Accordingly, the Workgroup's initial strategic efforts were dedicated to breaking down barriers between agencies and encouraging information sharing and collaboration across agency lines with regards to existing efforts directed at improving the well-being of Latino youth.

In the second defined phase of its work, the Oversight Workgroup turned its attention to the Report's "crosscutting" recommendations, which demanded greater collaborative action. Mindful of the critical importance the Report had placed on cultural competence as one of the overarching issues facing Montgomery County, the Oversight Workgroup heeded the Report's call to focus on the establishment and maintenance of a systemic approach to cultural competence as a foundational concern.

Recognizing that cultural competence is not an abstract concept but rather that "County residents build a relationship of trust and allegiance when they feel that the County understands their

needs" and "acts and treats them with respect and dignity" (Report, page 14), the Oversight Workgroup concluded that cultural competence was the single most significant bedrock issue underlying virtually all the remaining recommendations. Accordingly, the Workgroup undertook as its goal the development of guiding principles to ensure a common approach to cultural competence across County agencies. A subcommittee of the Workgroup was tasked to study cultural competency initiatives already undertaken by various County agencies and to develop recommendations to try and align this work with the National Standards on Culturally and Linguistically Appropriate Services (CLAS).

Formal transfer of oversight responsibility: The Workgroup deliberated on how best to provide a structure that would continue to enhance coordination even after the Workgroup's time-limited charge had concluded. After careful consideration, the Workgroup determined that it would be critical to identify partners who would: 1) assume ongoing responsibility for implementation of the Report's recommendations by voluntarily integrating the recommendations into their existing work plans; and 2) commit to coordinating their efforts through continued participation in a periodic accounting of the state of Latino youth in the County.

Accordingly, the Workgroup orchestrated a formal transfer of responsibility for implementation with the appropriate County entities. These entities have agreed to sustain focus on the recommendations now under their purview, to engage representatives from the Latino community in their efforts and to ensure continuity and coordination by incorporating participants from the Workgroup into their membership.

> The Montgomery County Latino Public Safety Workgroup was transferred the oversight responsibility for the implementation of the recommendations dealing with issues related to public safety.

> The Montgomery County Latino Health Steering Committee was transferred the oversight responsibility for the implementation of the recommendations dealing with issues related to health and human services.

> The Montgomery County Latino Student Achievement Action Group was transferred the oversight responsibility for the implementation of the recommendations dealing with issues related to K-12 education.

> The County Executive's Cultural Competency Committee was transferred the oversight responsibility for the implementation of the recommendations dealing with issues related to cultural competency. The County Executive's Cultural Competency Committee was developed in conjunction with the County Diversity Summit held in the winter of 2012 for executive leadership of the County agencies.

> The Montgomery County Positive Youth Development Initiative was transferred the oversight responsibility for the implementation of the recommendation that deals with the provision of effective, high-quality, and evidence-based out-of-school time programs.

Latino Parent Empowerment: Although no specific agency has been identified to transfer the oversight responsibility for recommendations related to empowerment of Latino families, IDENTITY has agreed to convene providers/representatives from local nonprofits and groups working with Latino parents, with the aim of exploring the possibility of forming a workgroup that would adopt such oversight responsibility. Such agencies/groups include, but are not limited to: The Montgomery County Latino Civic Group, the Maryland Multicultural Youth Center, Padres Latinos en Acción (PALA), etc.

Accountability Moving Forward: Finally, the Oversight Workgroup discussed the need to put in place a mechanism for holding the County accountable for success in the future. It was the Workgroup's consensus that the only way to determine whether the Report recommendations as implemented are adequately addressing the needs of Latino youth and their families is to ask them directly. The Workgroup agreed that there was a need to re-survey the Latino community on a periodic and regular basis to collect data to assess the impact (if any) of the Report recommendations. These follow-up surveys would recreate some of the inquiry that originally launched the Latino Youth Collaborative, in order to assess improvement. Such mandatory follow up and collection of community input is essential to ensure meaningful progress.

In addition, the Workgroup identified as a pressing concern the need to continue focused County-level conversations about Latino youth. After disbanding the LYC Oversight Workgroup, deliberate effort will be required to regularly reconvene a Countywide forum of the responsible agencies and providers, in order to fulfill a monitoring function. The Workgroup strongly recommended establishing a biennial forum to address the State of Latino Youth in Montgomery County. Such a forum could ensure that County leaders and decision-makers have the opportunity and responsibility of confronting the outcomes.

As part of its strategic plan, IDENTITY has indicated its willingness to take the lead on convening such a forum, as well as the community surveys with partners who have assumed responsibility for the Report recommendations going forward. Formally establishing a biennial State of Latino Youth summit is a vital step toward protecting against neglect of the LYC recommendations and ensuring accountability for their effective implementation.

Next Steps:

Upon the culmination of its work, the Oversight Workgroup identified a few key actions necessitating the County Executive's immediate attention if we are to establish a coherent and sustainable commitment to advancing the well-being of the rapidly growing Latino youth population in Montgomery County:

1. Who owns youth workforce development? The crisis of disconnected youth who are neither engaged in education nor gainfully employed continues to plague the County. A carefully developed infrastructure that assumes specific responsibility to coordinate all the disparate initiatives targeted at youth workforce development is needed now. We must develop clear career pathways both for youth who are in school and those who have opted out. A coordinated, cross-agency effort modeled on the Latino Youth Collaborative must be established under the auspices of a well-defined, transparent governmental

body. The County Executive in his proposed FY 2015 budget has allocated funds to begin planning for the development of such an entity. With committed follow through, this planning effort has tremendous potential to better serve our youth.

2. Who owns cultural competence? The work outlined in the 2013 ***Diversity Steering Committee Report and Recommendations*** from the County's Diversity Summit needs a leader. The challenge of reforming practice to make Montgomery County truly culturally competent --to ensure that all County employees are held accountable for interacting with residents in a culturally competent manner and that we effectively engage our Latino youth and families in the civic life of the County—requires the full time attention and dedication of a specifically assigned executive level leader. Simply adding responsibility to achieve this vision to already ongoing work will not produce the desired results.

3. Who is responsible for accountability? A biennial State of Latino Youth Summit is a critical component of ongoing accountability but standing alone, it is not enough. The County must take a leadership role in accountability as well as make a commitment of resources—both human resources and fiscal resources- to support the implementation of the recommendations. The dedication of targeted resources to implement and assess the impact of the recommendations in improving the well-being of Latino Youth must become a County responsibility in conjunction with partners from the non-profit sector and MCPS.

FINAL REPORT

I. Summary of the Charge and Work Plan

A. Why an Oversight Workgroup?

The publication of the Latino Youth Collaborative Steering Committee Report, *A Generation of Youth Hanging in the Balance* (hereinafter "Report") in December 2010 marked the culmination of a significant effort to plan for the future well-being of Latino youth and their families in Montgomery County. In convening the original Latino Youth Collaborative, the County Executive set in motion a process that reached out to hundreds of stakeholders for the purpose of focusing attention on the crisis affecting many of the County's disenfranchised Latino youth. The December 2010 Report was written to provide insight into their experiences and to suggest a pathway forward for Montgomery County. The Report offered a comprehensive series of recommendations for specific action to ensure that County policies and practices created a welcoming environment for these youth and that appropriate services and support were available to allow them and their families to thrive.

In March 2011, County Executive Ike Leggett expressed his strong support for the Report recommendations. To facilitate implementation, the Executive appointed the Latino Youth Collaborative Oversight Workgroup ("Workgroup"). The essential task of this Workgroup was to ensure that the Report resulted in purposeful and strategic action to improve outcomes for Latino youth. By pulling together key representatives of the County's executive leadership, leadership from across all County agencies, advocates for Latino youth, and nonprofit service providers, the Oversight Workgroup convened to facilitate cross-agency collaboration, brainstorming and strategic planning to jump-start the deliberate work needed to achieve this shared goal.

B. Who participated?

Just as the Latino Youth Collaborative effort was notable for bringing together representatives from all sectors of the County, the Executive designed the Workgroup to include representation from the elected County government, senior leadership of County agencies, the school system, advocates for Latino youth, and engaged leaders from the nonprofit sector. Bringing this diverse cross-section of leaders together at the table encouraged sharing of information across agency lines. The opportunity for informal exchange coupled with cross-sector feedback proved to be one the strengths of the process. The Workgroup was co-chaired by Diego Uriburu, Executive Director of IDENTITY, Inc. and Shirley Brandman, Member, Montgomery County Board of Education.

The members of the Oversight Workgroup were:

1. Brian Edwards, Chief Communications Officer, Montgomery County Public Schools
2. Tim Warner, Chief Engagement and Partnership Officer, Montgomery County Public Schools
3. Candace Kattar, Director of Programs, IDENTITY, Inc.
4. Carol Walsh, Executive Director, Collaboration Council for Children, Youth and Families
5. Diego Uriburu, Executive Director, IDENTITY, Inc.
6. Enid Gonzalez-Aleman, Legal Director, CASA de Maryland

7. Gabe Albornoz, Director of Recreation
8. Henry Montes, County Executive's Latin American Advisory Group
9. Karla Silvestre, Latino Liaison to the County Executive
10. Luisa Montero-Diaz, Managing Director, Maryland Multicultural Youth Centers
11. Maria Gomez, Executive Director, Mary's Center
12. Nancy Navarro, President, County Council
13. Shirley Brandman, Board of Education
14. Tim Firestine, Chief Administrative Office for Montgomery County
15. Tom Manger, Chief of Police
16. Uma Ahluwalia, Health and Human Services Director

C. Summary of Meeting Agendas/Minutes

The Workgroup met quarterly beginning in October 2011 and concluding in July 2013. A total of nine (9) meetings were held during that time. *(Minutes attached in Appendix D).*

II. Oversight Efforts and Progress to Date on Report Recommendations

A. First Steps

The December 2010 Report included with its specific recommendations the identification of responsible entities. To begin its work, the Workgroup reviewed the entirety of the Report and identified those recommendations (Policy Issues Recommendations, Responsive Services Recommendations, and Social Integration Recommendations) that were exclusively or primarily within the purview of a single responsible entity such as Health and Human Services, the Police Department, Montgomery County Public Schools (MCPS) or the Executive's Office. The Workgroup classified such recommendations as "straightforward" recommendations, not because their achievement was simple or uncomplicated, but rather because responsibility for implementation was squarely within the authority of a single agency. Straightforward recommendations were distinguished from recommendations that would require "crosscutting" or collaborative action across agencies to be accomplished.

For straightforward recommendations, the Oversight Workgroup reached out to the responsible entity and solicited a written accounting of how the entity/agency planned to address and make progress toward realization of these recommendations. Accountable agencies were then invited to present at Workgroup meetings in order to allow for a more in-depth inquiry by the Workgroup, as well as to create a cross-agency/cross-sector conversation about possible avenues for improved implementation moving forward.

The Workgroup received presentations from the Department of Health and Human Services, the Police Department, MCPS as well as the County Executive's Office. Through this oversight effort, the Workgroup learned that responsible governmental agencies were taking ownership of the recommendations included in the Report and beginning to address some of the obstacles undermining the well-being of Latino youth. Report recommendations were informing their ongoing work plans and being incorporated as part of their individual strategic efforts. Very often

the work of the responsible agency did not follow the Report recommendations to the letter, but did capture the spirit of the recommendations and was a genuine reflection of effort to improve outcomes for Latino youth.

For example, Policy Issue Recommendation #2 from the Report was a call to "Change existing voluntary withdrawal practices in the MCPS." Through its review, the Workgroup learned that MCPS had in fact altered its voluntary withdrawal practices. First, schools were being required to convene a multidisciplinary intervention team to attempt to re-engage the student before accepting voluntary withdrawal. Second, they were required to document for these efforts on redesigned forms allowing for increased measurement and accountability. While these changes did not match the Report "action steps" precisely, they were in keeping with the recommendation's stated goal of making it harder for Latino students to voluntarily withdraw and thereby discouraging such withdrawals.[1] The Workgroup recognized this as MCPS moving forward in line with the spirit of the Report. This example is also a good illustration of how work being done on behalf of a more inclusive group, in this instance on behalf of all students, was having the desired benefit for Latino youth.

The Oversight Workgroup then further studied and probed the manner in which County government, County agencies and MCPS were involved in other multi-faceted work on behalf of all County youth that would similarly address recommendations regarding Latino youth and their families, or, in some instances even go beyond the scope of the recommendations. For example, the Montgomery County Department of Health and Human Services (MCDHHS) began an effort to redesign the Minority Health Initiatives (MHI) to build a more collaborative approach to addressing equity and elimination of disparities in the delivery of services by MCDHHS. This work led to the establishment of a Leadership Institute of Equity and Elimination of Disparities (LIEED) designed to work across the traditional organizational structure of MCDHHS to enhance practice, policy and infrastructure to best serve racially, linguistically and ethnically diverse communities and to promote the use of equity principles in decision making.

Other highlights of work being done by responsible agencies include:

- MCPD will add a question to the Field Interview Form (i.e. Hispanic: Y/N) in order to be able to capture data on ethnicity. This data collection is a necessary pre-requisite to analyzing the department's practices with respect to stopping and interrogating Latino youth.

- The County's launch of MC311 has created a unified point of inquiry and entry for residents, including Latino youth and their families. This has streamlined access to information about available services, is equipped to handle complaints, and is readily available in Spanish. MC311 will continue to improve its marketing to all residents including Spanish speaking residents so more people can take advantage of this service.

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1 One of the other Action Steps related to the December 2010 recommendation to change existing voluntary withdrawal practices was to "continue to advocate for legislation to raise the compulsory age of schools attendance in Maryland from 16 to 18 years". It should be noted that through the combined advocacy efforts of MCPS, the Board of Education, IDENTITY, the Maryland Associations of Boards of Education, CASA de Maryland and many other advocates, the General Assembly did act in the 2011 Session to increase the compulsory age of attendance from age 16 to 17.

- MCPS, Montgomery College, and the Universities at Shady Grove have initiated a partnership and executed a Memorandum of Understanding (MOU) creating the Achieving Collegiate Excellence and Success program (ACES). ACES targets high school students, including Latino youth, who are a family's first college applicant and provides them with comprehensive support to graduate ready for college, as well as preparing them to navigate the college entry process through a coordinated pathway leading from MCPS to MC and then USG. This innovative and collaborative program is in 10 high schools this year and will reach nearly 800 students. The partners plan to expand to additional schools in the coming years.

Each of the responsible governmental entities was asked to summarize their ongoing efforts to implement the Report recommendations, either exactly as written or in relevant spirit. These summaries appear in Appendices A and B. *(Appendix A provides information by agency and Appendix B provides an update by recommendation).*

B. Breaking Down Barriers

This initial phase of the Workgroup's oversight revealed that a significant area warranting attention was the lack of alignment between these ongoing agency efforts. Much work was being done at the County-level by agencies and the nonprofit community, yet often without coordination.

For example, the Collaboration Council had received grant funding to undertake dedicated work on creating pathways to enhanced youth workforce development through its Credentialed by 26 initiatives. Probing by the Workgroup revealed that this effort was not initially connected with other independent efforts to rethink how we connect youth to sustainable career pathways such as the strategic planning by the Youth Council of the Workforce Investment Board. It was the determination of the Oversight Workgroup that the impact of these simultaneous but disconnected efforts could be enhanced through greater coordination.

Accordingly, the Workgroup engaged in focused brainstorming dedicated to breaking down barriers between agencies. The opportunity for conversation and brainstorming with key leaders who were appointed members of the Workgroup provided a useful venue for making connections. Indeed, members suggested that the model of our Workgroup with representation from across agency/nonprofit/governmental sectors was an exemplary model that should be replicated for addressing other Countywide concerns. Discussion focused on ways to establish stronger connections between disparate ongoing efforts to create a more unified systemic policy and delivery structure and encouraging information sharing regarding existing efforts directed at improving the well-being of Latino youth.

The Workgroup co-chairs were tasked with responsibility for outreach to the development sector as well as higher education to draw focus to the Latino Youth Collaborative effort and to explore opportunities for integrating the Report recommendations into emerging strategic action plans. In addition, members of the Workgroup under the leadership of Karla Silvestre in the County Executive's office reached out to the various County commissions, such as the Citizens Advisory Groups, to ensure their awareness of the Report recommendations and to open dialogue on

united advocacy. The groups committed to continue to support programs that support youth and in particular Latino youth.

These meetings and conversations laid the groundwork for one of the Workgroup's specific outcomes, which was to have the Report recommendations formally adopted by and integrated into the responsibility of related County initiatives (See page 16). Greater coordination must continue at the County level moving forward.

III. Focus on Cultural Competence

A. Background

In the second defined phase of its work, the Oversight Workgroup turned its attention to the Report's "crosscutting" recommendations defined as those demanding greater collaborative action. Mindful of the critical importance the Report had placed on cultural competence as one of the overarching issues facing Montgomery County, the Oversight Workgroup heeded the Report's call to focus on the establishment and maintenance of a systemic approach to cultural competence as a foundational concern.

The Latino Youth Collaborative report had identified overarching issues that affect Latino youth and Montgomery County as a whole. These issues impact all residents as they live out their lives and interact with County government and organizations. It is critical to understand and address these issues in order to ensure that all residents are able to enjoy a supportive, responsive, effective and equitable community and government.

The work of the Latino Youth Collaborative began with a review of historical factors that have affected some of the youth who currently live in Montgomery County. War, trauma, poverty, and separation have influenced all youth whose home countries or those of their parents, have been torn apart by conflict. This is important information for those who work with youth and their families to understand in order to be successful in their efforts. This is an illustration of the critical role cultural competence plays in effective service provision. The failure to fully understand critical life events of Montgomery County youth gravely impedes our ability to support them in future endeavors.

The Latino Youth Collaborative Steering Committee and subgroups identified the following issues as overarching in Montgomery County:

1. County response to immigration
2. Cultural and linguistic competency in public and private service operations
3. Trust among County residents and public officials
4. Community participation in decision making about public sector issues
5. Need for better data collection, analysis, and dissemination
6. Accountability of institutions and persons that serve the public

After much deliberation, the Workgroup concluded that cultural competence was the single most significant bedrock issue underlying virtually all the remaining Report recommendations. Without

meaningful progress on cultural competence there would be no way to accelerate accomplishment of either the responsive service recommendations or the social integration recommendations. Cultural and Linguistic Competence was chosen as a priority of the Oversight Workgroup because of its importance in all service delivery and because it was broad enough that it encompassed other crosscutting issues such as community participation in the decision making process, better data collection, and accountability of institutions that serve the public.

The Latino Youth Collaborative called for the establishment and maintenance of a systemic approach to cultural competence that included the following elements:

- A concrete Countywide commitment to the importance of cultural competence.
- A requirement that all organizations (public and private) that have an impact on individuals from multiple cultures assess their capacity, policies, and personnel in relation to cultural competence.
- Actions taken to assure that each organization has a plan to address any gaps in their capacity to appropriately serve individuals from multiple cultures.
- Organizations held accountable for their cultural and linguistic competence.
- Organizations acquire and institutionalize cultural knowledge and adapt to the cultural contexts of the communities they serve.
- Organizations reassess policies and practices routinely and make adjustments as necessary.
- Training and capacity-building opportunities are utilized by organizations and agencies.

B. Addressing the Cultural Competence Recommendation

The Oversight Workgroup studied cultural competency initiatives and training already in place at various County agencies as well as the National Standards to provide focus to the work. The last several meetings of the Oversight workgroup devoted substantial time to this issue. The Workgroup was cognizant that some foundational work was already initiated by the County's plan to hold a Diversity Summit in 2012. A subcommittee of the Workgroup was tasked to coordinate directly with the County government.

Since County Government was beginning to meet to plan a Diversity Summit for County managers, Gabe Albornoz, Director of the Recreation Department and part of the Diversity Summit Steering Committee, convened a series of meetings to begin to explore how to address this recommendation and how it might fit into the work of the Diversity Summit.

The Diversity Summit Steering Committee was appointed by County Executive Ike Leggett in August of 2012. The Committee members were charged with the task of planning and organizing the Diversity Summit to provide Montgomery County senior administrators the opportunity to examine the dramatic social, economic, and demographic shifts occurring in the County. Department directors and their senior staff examined the following questions:

- Are Montgomery County department services effectively and efficiently serving the needs of the changing racial and ethnic residents of Montgomery County?

- What fiscal, policy, and program issues need to be considered and addressed to improve delivery of timely and accountable public services to Montgomery's County diverse communities?

The November 8, 2013, Diversity Summit dialogue generated recommendations from the Senior Leadership representatives who participated in the Summit. At the publishing of this report, the draft recommendations had been presented to the County Executive, who asked that the County seek community input from a broad group of community representatives. The proposed draft recommendations and related action steps aim to:

1. Increase the collective understanding of the positive results achieved due to the growing diversity of Montgomery County's multicultural communities.

2. Effectively engage and collaborate with County residents to collect their feedback and recommendations about County services they receive.

3. Facilitate the creation of a community stakeholders group representing the County's diverse communities to help develop collaborative service improvements that will ensure strong, culturally sensitive service delivery to the County's diverse communities.

4. Increase County workforce capabilities to provide responsive and accountable services to the County's diverse communities.

Upon receiving community input on the recommendations and subsequent approval of them by the County Executive, representatives of the Senior Management Team across County departments will work with the CountyStat and the Diversity Steering Committee to take action to ensure the sustainability of quality services for the County's changing and diverse communities.

IV. Accountability Moving Forward

Finally, the Oversight Workgroup deliberated on how best to provide a structure that would continue to enhance coordination even after the Oversight Workgroup's time-limited charge had concluded. The Workgroup reached consensus that accountability moving forward required a formal transfer of responsibility for the recommendations to groups that have expertise in a specific focus area. Some of these groups are already in existence, while others need to be created or identified.

The Workgroup surveyed County government, for example, and found that while the Department of Health and Human Services and the Police Department had structured forums for receiving ongoing community input, MCPS at the time did not. The Workgroup engaged in conversation with and encouraged MCPS as it was transitioning to a new model for the Office of Community Engagement to think about developing such a forum.

In order to ensure that consistent and ongoing attention remains focused on the recommendations, they needed to be adopted and implemented by entities with sustained

determination. A key characteristic of these groups is that they are composed of both community representatives as well as public officials.

After careful consideration, the Workgroup determined that it would be critical to identify partners who would (1) assume ongoing responsibility for implementation of the Report's recommendations by voluntarily integrating the recommendations into their existing work plans and who would (2) commit to coordinating their efforts through continued participation in a periodic Countywide accounting of the state of Latino youth.

A. Delegating Responsibility

Accordingly, the Oversight Workgroup orchestrated a formal transfer of responsibility for implementation with the appropriate County entities that have agreed to sustain focus and to ensure continuity and coordination by incorporating representatives from the Oversight Workgroup into their membership. These groups include:

The Latino Public Safety Workgroup: This group is a sub-group of the County Executive Latin American Advisory Group, and was formed to ensure an ongoing dialogue with County law enforcement officials–with particular focus on the MC Police Department–so that the Latino community public safety concerns would have a forum for discussion and resolution. The Latino Public Safety Workgroup was transferred oversight responsibility for the following recommendations:

> P.R. #5[2]: Oversee the County's use of the Gang Intelligence Database, and ensure it continues to demonstrate successful compliance with federal protection of privacy rights and the collection of personal data.

> P.R. #6: Review Montgomery County Police Department's existing stop-and-frisk and field investigation/interrogation policies, and request and analyze data related to the stopping, frisking and photographing of young Latino males.

> P.R. #7: Address concerns related to contact with Immigration and Customs Enforcement (ICE) by Montgomery County Police Department.

The Latino Health Steering Committee of Montgomery County (LHSC): This group was created in 2000 as an independent group of volunteer professionals and community leaders willing to work with Latinos to address their health concerns in Montgomery County. The role of the LHSC is to provide expert guidance and technical assistance in the conceptualization, design, development, and evaluation of targeted Latino health initiatives within DHHS programs and services. The LHSC serves as the Latino Health Initiative's (LHI) planning body to address the health needs of low-income Latinos living in Montgomery County. In addition, the LHSC acts as the oversight body to ensure that the Latino Youth Collaborative recommendations pertaining to

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[2] When referring to the recommendations from the LYC 2010 Report, the designation P.R. refers to a Policy Recommendation; R.S refers to a Responsive Services recommendation and S.I. refers to a Social Integration recommendation. These designations track the work of the original LYC subcommittees.

DHHS are implemented. The LHSC was transferred oversight responsibility for the following recommendations:

R.S. #5: Identify and enhance the capability of key contact/entry points in Montgomery County to connect with Latino families and assess their needs.

R.S. #7: Enhance the utilization of community lay workers (*promotores*) as a key culturally- and linguistically-appropriate outreach and public education approach between the government, schools, and nonprofits working with Latino parents and families.

R.S. #8: Adopt standards for mental health services that ensure all mental health service providers receiving County funding provide services that are accessible, reflect cultural and linguistic competence, and demonstrate accountability.

R.S. #9: Increase awareness and improve utilization of mental health services among Latino community members.

R.S. #10: Increase support for LHI's Foreign Trained Health Professionals Initiative to increase the number of bilingual mental health therapists in the County.

Latino Student Achievement Action Group (LSAAG): This group was developed by the Chief Engagement Officer for MCPS to address the Latino achievement gap as well as the LYC recommendations that were relevant to student success. LSAAG was transferred oversight responsibility for the following recommendations:

P.R. #1: Address the disproportionately high rates of academic ineligibility among Latino youth in MCPS.

P.R. #2: Change existing voluntary withdrawal practices in the Montgomery County Public School system.

R.S. #2: Utilize schools as neighborhood-based hubs, which provide comprehensive services and education opportunities in a safe environment for all community members.

S.I. #4: Strengthen the accountability to and equitable treatment of the Latino community by MCPS by funding independent public/private entities to fill the gaps in advocacy for Latino parents.

S.I. #7: Increase responsiveness and accountability to, and respect of Latino families by school staff and administration, resulting in their high expectations for Latino families. This includes providing Latino families with the necessary support and equitable treatment, thus ensuring Latino students' success.

County Executive's Cultural Competency Committee: In 2013, at the direction of County Executive Ike Leggett, Montgomery County initiated a Cultural Competency summit for all Executive Branch agency leadership. This led to the formation of a Sub-Cabinet Cultural Competency Workgroup and series of short- and long-term policy and programming recommendations with the goal of improving the delivery of culturally competent services to

County residents. The County Executive's Cultural Competency Committee was transferred oversight responsibility for the following recommendations:

P.R. #8: Identify whether existing County services are reaching Latino target populations and areas where the Latino community is disproportionately represented, or negatively impacted.

S.I. #1: The County government will launch an ongoing public relations and communications campaign that promotes Latino youth and their families as valuable, hard-working members of their communities.

S.I. #2: Improve the cultural and linguistic competence of every County department.

S.I. #3: Establish a Latino ombudsman in the Office of the County Executive to assure accountability of equitable treatment of Latinos in all areas of government services.

S.I. #5: County Boards, Committees and Commissions will develop and include in their respective action plans strategies that are responsive to the needs of the Latino community. In addition they will ensure that there is Latino representation on boards with particular focus on the following: 1) Children and Youth, 2) Juvenile Justice, 3) Health, 4) Five Regional Centers' Citizen Advisory Boards.

Positive Youth Development Initiative (PYDI): Montgomery County's Positive Youth Development Initiative was established seven years ago by County Executive Ike Leggett. The initiative is led by the Departments of Health and Human Services, Recreation and County Police. Through prevention, intervention, and enforcement strategies, the goals are to keep young people in school and out of the criminal justice system, while encouraging them to make healthy life choices. The PYDI was transferred oversight responsibility for the following recommendation:

R.S. #1: Assist MCPS in addressing the complex needs of youth by expanding effective, high quality, and evidence-based out-of-school time programs that respond to identified needs, and are accessible and culturally-competent for Latino youth.

Latino Parent Empowerment: Although no specific agency has been identified to accept the transfer of oversight responsibility for the recommendations listed below, IDENTITY has agreed to convene providers/representatives from local nonprofits and groups working with Latino parents with the aim of exploring the possibility of forming a workgroup that would adopt such oversight responsibility. Such agencies/groups include, but are not limited to: The Montgomery County Latino Civic Group, the Maryland Multicultural Youth Center, Padres Latinos en Acción (PALA), etc.

R.S. #6: Add leadership and empowerment components for parents in existing youth and family programs (unless this compromises youth participation) in order to increase parental participation in these programs as well as to ensure programs are meeting the needs of participants. (IDENTITY will convene youth providers with HHS and Latino Health Initiative Steering Committee).

S.I. #6: Build on MCPS' efforts to empower Latino parents to better understand and integrate into the school system: thus enabling them to better advocate for their children's education.

S.I. #9: Provide Latino youth and families with the necessary tools, knowledge, and access needed to strengthen their civic engagement capabilities.

R.S. #11: Increase efforts to assist Latino families to build and strengthen their natural support networks resulting in a more cooperative and resilient community. Build upon neighborhood-based support networks that offer meaningful supports and connections.

Youth Workforce Development:

NOTE: At the time of distribution of this final report, the County Executive has included funds in his proposed FY 2015 budget to explore the creation of an entity that would oversee greater alignment of efforts and promote greater collaboration in the development of a comprehensive youth workforce development strategy with focused oversight and clear accountability. At the same time, the County Council is reviewing the Office of Legislative Oversight's Report entitled "Youth and Work in Montgomery County" (OLO Report 2014-3) which urges the appointment of a "Task Force to Create a Career Pathways System for Disconnected Youth". Pending further clarity regarding the assignment of responsibility within County government for this work and allocation of resources to support the work, the Oversight Workgroup did not expressly assign the recommendations below to any specific entity. It should be noted, however, that these recommendations warrant careful consideration as part of the ongoing conversation regarding youth workforce development and should become part of the strategic framework of any County initiative:

P.R. #3: Develop policies and implement strategies for increasing job-readiness education opportunities for MCPS students.

P.R. #4: Advocate for the creation of an Adult High School to serve young adults who do not complete high school in the traditional manner.

R.S. #4: Develop programs and implement strategies to support Latino youth who are no longer in school. This would include increasing job-readiness/workforce development education and training.

S.I. #8: Increase Latino graduation rates at Montgomery College and other universities, including The Universities at Shady Grove and the University of Maryland.

Accordingly, the Workgroup sent formal letters requesting that these entities acknowledge and officially accept responsibility for implementing and/or monitoring specific recommendations. *(A sample transmittal letter appears in Appendix C).*

B. Assessing Impact

In the future, once the recommendations are implemented by the above-mentioned groups, the only way to determine if the recommendations are adequately addressing the needs of Latino youth and their families is through direct communication with the Latino community. The Workgroup agreed that there is a need to survey the Latino community on a regular basis and collect data that will assess the impact of implementation of the recommendations. These follow-up surveys would recreate some of the inquiry that originally launched the Latino Youth Collaborative, in order to assess improvement. Such mandatory follow-up and collection of community input is essential to ensure meaningful progress.

IDENTITY has agreed to conduct follow-up surveys every two to three years in partnership with the County. The first survey took place in 2013, three years after the Latino Youth Collaborative *A Generation Hanging in the Balance* report. The survey sample included 750-1000 Latino youth from three different sub groups: in-school youth, high school graduates, and youth who have dropped out of high school.

All surveys will collect data about critical risk and protective factors in several domains in their lives. The surveys are extensive and the items below are a sampling of the areas surveyed:

Factors impacting academic success:
- Sense of support from teachers/school staff
- Academic motivation
- Perception of being treated fairly in school
- Understanding of and access to financial aid resources
- Social/emotional skills
- Future expectations
- Family support

Factors impacting employment readiness:
- Employment eligibility (immigration status)
- Preparedness for the job market;
- Substance abuse or criminal histories that impact employability

Factors impeding their social integration:
- Immigration status
- Awareness of County resources to address substance abuse, illiteracy, GED attainment, health insurance, financial aid, etc.
- Perceptions of pro/anti-immigrant or pro/anti Latino sentiment
- History of delinquent behaviors

In addition, extensive demographic information will be collected, to include:

- Gender, race/ethnicity and age breakdown
- Country of origin
- Family situation (household size and household members)
- Immigration status

- Socio-economic status
- Family literacy and education levels

The data gathered will provide the information necessary to evaluate the impact of the implemented recommendations on the Latino community.

C. Continuing the Conversation and Monitoring Outcomes

Finally, the Workgroup identified as a pressing concern the need to continue focused County level conversation about Latino youth. After disbanding the LYC oversight Workgroup, deliberate effort will be required to regularly convene a Countywide forum of the responsible agencies and providers, in order to fulfill a monitoring function.

The Workgroup strongly recommended establishing a biennial forum to address the State of Latino Youth in Montgomery County. Such a forum could ensure that County leaders and decision-makers have the opportunity and responsibility of confronting the outcomes. As part of its strategic plan, IDENTITY has indicated its willingness to take the lead on convening such a forum with the partners who have assumed responsibility for the Report recommendations going forward.

Formally establishing a biennial State of Latino Youth summit is a vital step toward protecting against neglect of the LYC recommendations and ensuring accountability for their effective implementation. Such a forum will also provide opportunities for members of the Montgomery County Latino community to:

1. Understand the needs and assets of Montgomery County Latino youth. This will be accomplished by sharing the data gathered via the needs assessment described above as well as from data from the respective groups.
2. Learn about the progress and future plans from each of the entities that assumed formal responsibility for recommendations.
3. Provide feedback regarding the above-mentioned plans.

APPENDICES

APPENDIX A:
Summary of Ongoing Efforts and Accomplishments by Agencies

Department of Health and Human Services

Responsive Services Recommendation #6
Add leadership and empowerment components for parents to existing youth and family programs (unless this compromises youth participation) in order to increase parental participation in these programs as well as to ensure programs are meeting the needs of participants.

Explanation/context for the recommendation:
This recommendation sought to build the support and engagement of parents in the services accessed by their children, as well as to focus on increased empowerment and action of parents.

What your department committed to doing or has accomplished to address the recommendation:
Leadership and empowerment components for parents are currently integrated into multiple County programs including Linkages to Learning, Infants and Toddlers, Aging and Disabilities' Transitioning Youth and My Turn programs, Behavioral Health Federation of Families, and multiple CYF youth and family contracts. In addition, Linkages to Learning has contracted a bilingual consultant to work with Linkages parents, youth and Site Coordinators to develop and implement an initiative-wide family/youth leadership and governance model. This model will be incorporated into the Linkages Guidelines Manual and piloted late in FY14.

Long term—increase possible funding for programs to strengthen this component in respective programs. Need ongoing infrastructure to provide incentives and rewards for parent/youth participation, especially in formal leadership roles. For the Kennedy Cluster Project, a parent training is being planned for the fall.

Future or related action that will happen or has happened that you wish to capture in the report:
The department was challenged in its ability to require additional services from youth providers as there was no additional funding available to pay for this service. HHS will work with youth providers to explore what no and low cost options exist for building parent leadership components into their programming. National models will be reviewed to identify possible strategies. In the event that models are selected and funding is available for programming in FY15, contract language would need to change to reflect an expectation of engaging parents in leadership activities.

Responsive Services Recommendation #5
Identify and enhance the capability of key contact/entry points in Montgomery County to connect Latino families and assess their needs.

Explanation/context for the recommendation:
This recommendation was driven by the concern that families were not being connected to services and that their specific needs were not being assessed and identified fully once they did connect. This recommendation requires coordination between HHS and MCPS, as families may first register with either entity.

What your department committed to doing or has accomplished to address the recommendation:
MC311 and InfoMontgomery have listings/contact information for the public and private services across the County where residents may access services. The County has included language in its contracts to ensure that information on services is registered and updated in InfoMontgomery on a regular basis.

The Linkages to Learning collaborative also provides additional in-person contact/entry points at 26 MCPS schools to connect Latino families and assess needs; coordination between HHS and MCPS in built into this service delivery model. All Linkages sites have bilingual (Spanish) personnel. In FY14, Linkages will expand to two additional schools with high poverty rates, providing additional access points in the mid-County region.

The Kennedy Cluster Project has an interpreter at all meetings and the care coordinator is bilingual.

Future or related action that will happen or has happened that you wish to capture in the report:
HHS continues to work to develop a fully integrated technology system that will improve the access to and the coordination of key services for families. (This is a long-term approach).

In addition, the HHS began an effort to redesign the Minority Health Initiatives (MHI) to build a more collaborative approach to addressing equity and elimination of disparities in the delivery of services by HHS. This work led to the recommendation of the establishment of a Leadership Institute of Equity and Elimination of Disparities (LIEED). Some of the members of the MHI redesign committee were also sitting on the Latino Youth Collaborative Committee and were mindful of the potential for some overlapping connections between the two areas of work. In FY14, LIEED will begin to take shape. The mission of LIEED is to work across the traditional organizational structure of HHS to enhance practice, policy and infrastructure to best serve racially, linguistically and ethnically diverse communities and to promote the use of equity principles in decision making. The department will look for alignments between the recommendations set forth by the Latino Youth Collaborative and LIEED's identified priority areas of work. The coordination of closely related key activities should bring about greater impact and will ultimately improve the quality of services for Latino students and families, as well as others who needed HHS services. As LIEED evolves, the opportunities for alignment will be fully explored and taken advantage of.

Responsive Services Recommendation #10
Increase support for the Latino Health Initiative Foreign Trained Health Professionals Initiatives to increase bilingual mental health therapists in the County.

Explanation/context for the recommendation:
As we understand it, the Latino Youth Collaborative is seeking increased support for the Latino Health Initiative Foreign Trained Health Professionals initiative to increase the number of bilingual mental health therapists available to provide services to the Latino youth in Montgomery County.

What your department committed to doing or has accomplished to address the recommendation:
Given several years of funding reductions, we are not able to fully develop this component of the program at the present time. For the next fiscal year, consideration is being given to starting a pilot with a small number (2 – 3) of foreign-trained mental health professionals. Our rationale for a small pilot is to acquire a base level of understanding on the best way to work with, and be supportive of these professionals. Through this pilot we hope to be better prepared to seek out additional public and/or private funding to support the expansion of the project.

Future or related action that will happen or has happened that you wish to capture in the report:
HHS is actively seeking funds to expand this opportunity for foreign-trained professionals. These funds will help cover costs related to staff time, licensure costs, courses to enhance English language skills and scholarship resources to pursue higher education to obtain the licensure necessary to do clinical work. We

also need to identify potential employers with capacity to hire participants as required to obtain licensure. During FY13 we are working with a total of 5 internationally trained mental health professionals to get them to licensure and will use that pilot to determine our pool for FY14. In part, our goal over these two years of pilot phase will be to become more familiar with the licensure process for these individuals and identify where there may be specific hurdles that will need to be overcome.

As we continue to witness an increasing demand for behavioral health services, we remain steadfastly aware that the changing demographics of Montgomery County require that we increase our ability to serve our community in a more culturally and linguistically appropriate way. Our work with the Foreign Trained Health Professionals program is in direct alignment with HHS's equity initiative. As we continually strive to eliminate inequities in the health and well being of those we serve this program will most certainly help move us towards that goal.

Responsive Services Recommendation #8
Adopt standards for mental health services that ensure all mental health service providers receiving County funding provide services that are accessible, reflect cultural and linguistic competence and demonstrate accountability.

Explanation/context for the recommendation:
HHS has many contractors who deliver mental health services in addition to the department. There was interest that both HHS and our contractors are committed to providing culturally and linguistically competent services to the populations we provide services to.

What your department committed to doing or has accomplished to address the recommendation:
HHS has fully embraced the value of providing services to the County's culturally and linguistically diverse population in a way that promotes access and ensures accountability for appropriate and effective service delivery. The mental health services that are directly provided by the County, including the Adult Behavioral Health Service, the Child & Adolescent Mental Health Clinic, the Crisis Center, Trauma Services and Adult Addiction Service all have bilingual—English/Spanish—staff to respond to the needs of the Spanish-speaking population in the County. Through its recruitment and hiring processes, HHS regularly prioritizes Spanish speaking clinicians. All staff are trained in their responsibility to respond to the needs of persons with limited English proficiency, and HHS funds a Language Line so that English speaking staff can respond to persons that speak other languages.

HHS has also engaged the provider community regarding the need to provide culturally and linguistically competent mental health treatment. The requirement that the provider have bilingual capacity is included in many contracts for mental health services.

HHS has demonstrated its commitment to the highest standard of customer service through the implementation of a client satisfaction survey for all services funded by the County. This survey is available in multiple languages, including Spanish. The department utilizes this survey to monitor the accessibility and effectiveness of its services as part of its quality of service review process.

Future or related action that will happen or has happened that you wish to capture in this report:
HHS is continuing efforts to improve our business processes in the contracting process and expectations of our contractors.

Montgomery County Police Department

Policy Recommendation #5
Oversee the County's use of the Gang Intelligence Database and ensure it continues to demonstrate successful compliance with federal protection of privacy rights and collection of personal data.

Explanation/context for the recommendation:
MCPD understands this recommendation to mean that the department will comply with the federal regulation governing this database.

What your department committed to doing or has accomplished to address the recommendation:
The Special Investigations Division (SID) of the department continues to ensure compliance with these regulations. The SID Division Director will continue to monitor the use of this information by MCPD and other law enforcement entities. The Chief agreed to allow for input if MCPD changes databases but these comments will not be part of an approval process. Those comments, however, would be a way for the community to provide MCPD with information to consider regarding potential changes made by MCPD.

Future or related action that will occur or has occurred that you wish to capture in this report:
MCPD will share audit information, as determined by the department, with the Latino Public Safety Workgroup on an annual basis. This audit information will include results from both the internal MCPD audit and from federal audits. This will include the number of files reviewed, the results of the audit in terms of "passing "or "non-passing" determination by both MCPD and/or the federal reviewing authority. MCPD will also share on an annual basis the overall number of purged files.

Policy Recommendation #6
Review Montgomery County Police Department's existing stop-and-frisk and field investigation/interrogation policies and request and analyze data related to the stopping, frisking and photographing of young Latino males.

Explanation/context for the recommendation:
As we understand the recommendation, the Latino Youth Collaborative wants to ensure that officers who conduct a "stop-and-frisk" and/or take photographs of subjects who are encountered by MCPD, do so in accordance with the law.

What your department committed to doing or has accomplished to address the recommendation:
MCPD provides regular legal updates and training on the issue of detaining and identifying individuals we come into contact with in the field. We provide basic training in the academy and in-service training, as needed. This is done through lecture, scenario-based training, bulletins, and online training. We have also reviewed the "stop and frisk" policy of the Department. Our primary focus, however, continues to be ensuring good training that provides instruction as to what the law allows. We will continue to ensure that our policies conform to the law. While no issues have been raised claiming our policies being unlawful, we do continue to support the need for the filing of complaints by those individuals who feel an officer did not act in a lawful manner. Our Internal Affairs Division will continue to investigate these complaints and MCPD will continue to train officers on the legal boundaries for "Terry Stops" as well as photographing individuals in the field.

Future or related action that will occur or has occurred that you wish to capture in this report:
MCPD will continue to capture Field Interrogation (FI) data and work towards including a "Hispanic/Non-Hispanic" block on FI forms. This data can be presented on a quarterly basis with the understanding that there may be a 30-45 day delay for the previous quarter based on data entry time. We currently capture FI data based on race; therefore race will be the identifying characteristic for our reports to the Workgroup until

a modification to the FI form can be implemented. Additionally, the department is working towards consolidating its FI databases and methods used to capture its FI information. MCPD will update the Workgroup as we move towards this goal.

Policy Recommendation #7
Address issues related to contact with Immigration and Customs Enforcement (ICE) by Montgomery County Police Department.

Explanation/context for the recommendation:
The federal government activated the Secure Communities program in Montgomery County in 2011. This means that ICE has access to FBI information such as fingerprints taken at a correctional facility. Therefore the Department understands that most, if not all, of the Action Steps for this recommendation are now moot. A main focus of the Action Steps was to ensure that an MCPD officer's contact with ICE (regarding subjects who might be considered for deportation) was done in strict compliance with our policy of notice to ICE based on a list of specific offenses. Once Secure Communities automated the process of notification, MCPD officers no longer contacted ICE and that portion of our policy is no longer in effect.

What your department committed to doing or has accomplished to address the recommendation:
This recommendation was generated before Secure Communities became effective and is really a non-factor for consideration based on the much more limited contact we now have with ICE. The Department of Corrections has provided information to the Latino Public Safety Workgroup reflecting the numbers related to ICE removals from the County's jail are down approximately 50%.[3]

Future or related action that will occur or has occurred that you wish to capture in this report:
MCPD has not participated in the federal 287g program and does not have any intent to participate in such a program. Additionally, federal immigration reform is being debated and this issue may likely be an area of much less concern, once a federal law is enacted.

Montgomery County Public Schools

Policy Recommendation #1
Address the disproportionately high rates of academic ineligibility among Latino youth in Montgomery County Public Schools (MCPS).

Explanation/context for the recommendation:
Academic ineligibility occurs when students do not meet academic standards sufficient to allow them to participate in after-school sports and other school-sponsored team and club activities. While ineligibility is meant to maintain a standard for motivating students to achieve using their ability to participate in after-school sports, certain populations of students (Latinos, African Americans and others) are chronically disproportionally represented among the ineligible. As this problem is related to the achievement gap problem, it is similarly complex and requires a broader, more community-based approach to a solution.

What your department committed to doing or has accomplished to address the recommendation, and any future or related action that will happen or has happened that you wish to capture in the report:

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[3] Based on June 24, 2013 report by Director Art Wallenstein of Montgomery County DOC. Director Wallenstein reported 75 removals for 2013 thus far, as compared to 254 for all of 2012.

MCPS has made community engagement a strategic priority to identify and implement novel, community-focused approaches to this and other related barriers to the academic achievement of every student. As a part of this strategy, MCPS has created an associate superintendent-level position, the Chief Engagement and Partnership Officer (CEPO), whose charge is to build an office (The Office of Community Engagement and Partnerships [OCEP]) within MCPS that leverages MCPS resources to reach more deeply into communities to approach issues like this. OCEP has already organized and launched a Latino Student Achievement Action group focused on working with MCPS, Latino parents and other community stakeholders on eliminating the Latino academic achievement gap. In several meetings with the Latino Youth Collaborative and other stakeholders, the CEPO agreed to make sure that the LSAAG took up the LYC recommendations as a part of its initial agenda, and this was included in the charter of the group. It is MCPS' intent that the LSAAG will become the organizational place from which the LYC issues can continually be addressed.

In addition, MCPS works to provide students with opportunities to initiate, hone, extend and enrich concepts, skills, and processes learned in the classroom through extracurricular activities that are open to all students .Extracurricular activity stipends are allocated to each middle and high school to run clubs and activities that are selected based on the interest and needs of students in the schools. Each middle school is allocated 350 hours to use for these Classification I activities and each high school is allocated 840 hours. These activities are those that can engage students who have not yet met academic eligibility guidelines.

Policy Recommendation #2
Change existing voluntary withdrawal practices in the Montgomery County Public School System.

Explanation/context for the recommendation:

MCPS understands this at a high level as making it more difficult for students to withdraw from school and thereby decreasing the drop-out rate. Again, this is a complex problem that is partially community-based that we hope to address it as described above in the responses regarding Policy Recommendation #1. MCPS and the Board of Education also recognized that the age at which children could withdraw, 16, was too young and worked against many efforts to keep children in school. The Board and MCPS strongly advocated for the General Assembly to raise the compulsory age of attendance to 17 by 2017.

What your department committed to doing or has accomplished to address the recommendation:

MCPS created a new, more detailed process for schools to use to intervene with students before they drop out to encourage their continued attendance in school (see appendix B). Regulation JEC-RA has been revised to require additional intervention prior to permitting a student to withdraw. Each school will now be required to conduct an Educational Interview prior to a student's permanent withdrawal which will include the convening of a problem solving meeting with the student, parents and appropriate teachers, counselors and administrative staff. Even if the parent or student can't participate, MPCS will move forward to do the interventions. The purpose is to keep the student in school. If after the steps above have been completed, the student intends to move forward with the permanent withdrawal, school staff must complete MCPS Form 565-4 and forward it to the appropriate associate superintendent. This process was designed to increase accountability and allow for any additional follow up.

Responsive Services Recommendation #3
Increase the number and quality of Student Service Learning (SSL) opportunities for Latino youth.

Explanation/context for the recommendation:
The completion of a certain amount of Student Service Learning (SSL) hours is a graduation requirement for every MCPS student mandated by the State of Maryland. Latino students have, for many reasons, had a difficult time completing this graduation requirement on time.

What your department committed to doing or has accomplished to address the recommendation, and any future or related action that will happen or has happened that you wish to capture in the report:
As a part of the recent realignment of MCPS' Office of Teaching, Learning and Programs (OTLP), the SSL function and the Coordinator position have been moved to OCEP, in part to address this issue. SSL clubs have been initiated with success in order to address this issue, and work is being planned to focus on the George B. Thomas Learning Academy (GBTLA), where many Latino students and parents already engage to help address this gap. Also as part of the OTLP realignment, OCEP received a position from ESOL filled by Teresa Rios Wright. Her new role in OCEP will be to lead in the identification of community-based engagement models for the Latino community. The refinement of these models in Montgomery County will also address this and other issues.

Office of the County Executive

Social Integration Recommendation #3
Establish a Latino ombudsman in the Office of the County Executive to assure accountability of equitable treatment of Latinos in all areas of government services.

Explanation/context for the recommendation:
This recommendation calls for the hiring of a person to ensure the equitable treatment of Latino residents in all government services. The County Executive believes that a better approach than having one person do this work is to continue to work to improve our established accountability systems including improving cultural and linguistic competence of all County employees. Latino residents need help on cases of varying complexity. Some need information, others need case management and system navigation, and others need to know who to call when the system is not working properly in order to get their issue resolved.

What your department/committed to doing or has accomplished to address the recommendation:
First, residents need to know how to access government services and for that we have created the information line MC311 with numerous Spanish speaking operators. In addition, Gilchrist Center for Cultural Diversity is an immigrant welcome center where resident can go to seek information and help with system navigation. Finally, bilingual staff and/or the language line are available at every office that interacts with the public to assist staff when they do not speak the language of the resident.

In order to help residents manage complex cases, the Neighborhood Opportunity Network was created to assist residents with complex needs in three of the lowest income zip codes in the County. In addition, the County contracts with numerous nonprofits to provide much need case management to help residents with complex needs.

When the County established systems are not working properly for Latino residents, they may file a complaint with MC311 or with Internal Affairs if it deals with Police. In addition, the Latino Liaison is available to receive calls from nonprofit leaders and residents directly regarding services and instances where the

system is not working as it should in order to help resolve the issue. In addition, the County Executive's Latin American Advisory group also brings Latino resident cases to the County's attention for resolution.

Future or related action that will happen or has happened that you wish to capture in the report:
The County Executive has agreed to continue to improve the marketing of MC311, the Gilchrist Center, the Neighborhood Opportunity Network Centers, and the role of the Latino Liaison in the Spanish speaking community. Already, the MC311 video PSA has been edited to inform the public that they can call MC311 to file complaints and to help explain for what kinds of services people can call. This PSA is available on County Cable programming and is disseminated to service providers from time to time.

In addition, recommendations are being drafted regarding what the County can do to improve cultural and linguistic competence in government services that the County will work to implement as appropriate in the next few years.

The County Executive is committed to work toward the goal of making Montgomery County the nation's most welcoming community. He believes that the best way to ensure equitable treatment of all of our residents is to continue to strengthen systems of accountability and to increase the cultural competence of all County employees, contractors, and community partners.

APPENDIX B:
Summary of Ongoing Efforts for Each Recommendation

Report of the Latino Youth Collaborative Steering Committee (December 2010) summary of recommendations available at:
http://www.montgomerycountymd.gov/content/home/pdf/lyc_report.pdf

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Policy Recommendations

1. **Address the disproportionately high rates of academic ineligibility among Latino youth in Montgomery County Public Schools (MCPS).**

   MCPS' MSTAT cross functional team is analyzing data on ineligibility. As a result, interventions will begin in 8th grade to begin to help struggling students. MCPS has also identified schools with significant success with special populations and conducted a target survey to find out what worked for them. Some interventions that worked include providing mentors, academic interventions, creating a school-based eligibility committee, increased use of the translation line, and cases where the whole school was English language learner accessible.

2. **Change existing voluntary withdrawal practices in the MCPS system**.

   Voluntary withdrawal in MCPS has undergone a major process change. Regulation JEC-RA has been revised to require additional intervention prior to permitting a student to withdraw. Each school will now be required to conduct an Educational Interview prior to a student's permanent withdrawal which will include the convening of a problem solving meeting with the student, parents and appropriate teachers, counselors and administrative staff. Even if the parent or student can't participate, MPCS will move forward to do the interventions. These are the minimum steps that must be taken. There must be a minimum of three contacts with the parent, the intervention plan must be sent to the parent, the parent must be brought into the discussion, and language interpretation is explicit on the form now. The purpose is to keep the student in school. If after the steps above have been completed, the student intends to move forward with the permanent withdrawal, school staff must complete MCPS Form 565-4 and forward it to the appropriate associate superintendent. This process was designed to increase accountability and allow for any additional follow up. This process will also allow MCPS to collect better data on why youth are withdrawing such as bullying, health reasons, etc

   In addition to this significant process change, MCPS and the Board of Education recognized that it was important to strengthen the law as an additional tool to keep students in school. Therefore, MCPS and the Board advocated for the General Assembly to raise the compulsory age of attendance from 16 to 17 by 2017. This is an additional tool to help encourage students to stay in school.

3. **Develop policies and implement strategies for increasing career/job-based education opportunities for MCPS students.**

   As of April 2014, this recommendation awaits further determination by the County as to how we will develop and sustain a dedicated, coherent and comprehensive youth workforce development strategy with a specific responsible oversight entity.

4. **Advocate for the creation of an Adult High School to serve young adults who do not complete high school in the traditional manner.**

As of April 2014, this recommendation awaits further determination by the County as to how we will develop and sustain a dedicated, coherent and comprehensive youth workforce development strategy with a specific responsible oversight entity

5. **Oversee the County's use of the Gang Intelligence Database and ensure it continues to demonstrate successful compliance with federal protection of privacy rights and collection of personal data.**

   Captain Cunningham of the Montgomery County Police Department explained that the Justice Department's Baltimore-Washington High Intensity Drug Trafficking Area (HIDA) offers the Gang Intelligence Database as a resource to local and state agencies. Local agencies contribute information, and it gives Police access to regional gang member information.

   The Justice Department's 28 CFR is the policy that regulates the Gang Intelligence Database. An individual's information in the database is purged within five years automatically if no other information is entered. If additional information is entered on an individual, the time is reset for five more years. The database is only accessible by individuals that have a legal right to know or need to know (a person has to be part of a law enforcement agency and trained to use it).

   Regarding the Privacy Act and the criteria used for entering an individual into the database, Captain Cunningham stated that a request for information goes to HIDA, and HIDA sends it back to the local agency. Criteria is determined by a number of factors such as when an individual admits membership in a gang, is identified by a reliable informant, or is arrested with documented gang members for gang related crime. He explained that an individual must trigger two criteria before it creates an allowable entry in the database, and that gang associates can be put in the database as associates.

   Chief Manger stated that he can comply with the actions steps of the Latino Youth Collaborative recommendation as written. He does not foresee any problem with convening community groups regarding changing the database in the future, but wants to be clear that it would not be for approval purposes. For example, the current database has been agreed upon by the entire region. Should the Justice Department's Baltimore-Washington High Intensity Drug Trafficking Area (HIDA) make changes, MCPD would share this information with the community.

   The oversight of this recommendation will be transferred to the Latin American Advisory Group's Public Safety Workgroup.

6. **Review Montgomery County Police Department's existing stop-and-frisk and field investigation/interrogation policies and request and analyze data related to the stopping, frisking and photographing of young Latino males.**

   Chief Manger stated that in order to meet this recommendation the Police Departments would need to collect ethnicity data on the Field Interview Form. The current Police Report form does collect race and ethnicity data. If a stop-and-frisk leads to an arrest, then ethnicity information is collected. However, the Field Interview Form that would be used if no arrest is made does not capture ethnicity. Chief Manger agreed to add a field that would ask "Hispanic Yes/No" to the Field Interview Form. This change would capture ethnicity data to address the recommendation and this information could be analyzed at the end of the year. Chief Manger stated that the change to the form will have to be negotiated with the Police union, and it may take a while before the old version of the form is taken out of circulation.

   The oversight of this recommendation will be transferred to the Latin American Advisory Group's Public Safety Workgroup.

7. **Address issues related to contact with Immigration and Customs Enforcement (ICE) by Montgomery County Police Department.**

   The oversight of this recommendation will be transferred to the Latin American Advisory Group's Public Safety Workgroup.

8. **Identify whether existing County services are reaching Latino target populations and areas where the Latino community is disproportionately represented or negatively impacted.**

   This recommendation will be addressed by Cultural Competence Workgroup of County Government.

Responsive Services Recommendations

1. **Assist the school system in addressing the complex needs of youth by expanding effective, high quality, and evidence-based out-of-school-time programs that are accessible and culturally competent for Latino youth and respond to the specific needs of youth.**

   This recommendation will be addressed by Credentialed by 26 group (see Policy #3) as well as the by Positive Youth Development group and Excel Beyond the Bell.

2. **Utilize schools as neighborhood-based hubs that provide comprehensive services and education opportunities in a safe environment for all community members.**

   This recommendation will be addressed by the MCPS Latino Workgroup.

3. **Increase the number and quality of Student Service Learning (SSL) opportunities for Latino youth.**

   SSL Clubs have been created by MCPS to help Latino youth and in particular youth in ESOL meet the SSL graduation requirement in five target high schools. MCPS pays stipends for the group sponsor. Fewer youth need the groups because they get connected with community based organizations that offer them SSL opportunities.

4. **Develop programs and implement strategies to support Latino youth who are no longer in school. This would include increasing career/job-based education and training.**

   As of April 2014, this recommendation awaits further determination by the County as to how we will develop and sustain a dedicated, coherent and comprehensive youth workforce development strategy with a specific responsible oversight entity

5. **Identify and enhance the capability of key contact/entry points in Montgomery County to connect with Latino families and assess their needs.**

   Uma Ahluwalia, HHS Director, discussed the use of MC311 and InfoMontgomery as important informational entry points for the County. She explained that the County has included language in its contracts with providers to ensure that information on services is registered and updated in InfoMontgomery on a regular basis. Because of the multiple factors involved in the LYC recommendation, the recommendation as written is a long-term goal for the department that they have begun working on. This recommendation calls for multiple stages, including identification, assessment,

contact with partners, development of practices and follow up. Ahluwalia stated that there are numerous entry points within HHS, and that a standard assessment survey is being developed that would address this recommendation. HHS' entry points provide a screening but not a comprehensive assessment about client needs. Since 2001, HHS contractors have used their own survey, which is anonymous and confidential. An integrated IT system is being developed for HHS that will help to determine who is coming to HHS and what services they are accessing. Uma Ahluwalia stated the comprehensive assessment at the HHS entry points would be in place in approximately three years.

This recommendation will be addressed the Latino Health Initiative Steering Committee.

6. **Add leadership and empowerment components for parents in existing youth and family programs (unless this compromises youth participation) in order to increase parental participation in these programs as well as to ensure programs are meeting the needs of participants.**

    Leadership and empowerment components for parents are currently integrated into multiple County programs including Linkages to Learning, Infants and Toddlers, Aging and Disabilities' Transitioning Youth and My Turn programs, Behavioral Health Federation of Families, and multiple Children Youth and Families youth and family contracts.

    HHS will convene youth providers to explore this approach and to review current practices. Local and national models will be reviewed. Work will be done in concert with the Collaboration Council, the Department of Recreation, and other youth-serving organizations and agencies.

7. **Enhance the utilization of community lay workers (*promotoras*) as a key culturally and linguistically appropriate outreach and public education approach among government, school, and nonprofits working with Latino parents and families.**

    This recommendation will be addressed the Latino Health Initiative Steering Committee.

8. **Adopt standards for mental health services that ensure all mental health service providers receiving County funding provide services that are accessible, reflect cultural and linguistic competence, and demonstrate accountability.**

    Uma Ahluwalia, HHS Director, presented the report addressing the recommendation on adopting standards in mental health for all providers to improve access to mental health. Currently the Department offers the following programs.

    ▪ The County's Adult Behavioral Health program, located in Wheaton, provides a broad range of active treatment and aftercare services, in multiple languages, including French, Spanish, and Vietnamese.
    ▪ The Crisis, Trauma (including Abused Persons Program, Access, and Victim Assistance and Sexual Assault Program), and Access Services utilize multilingual staff as well as interpreter services for multiple languages.
    ▪ The Access Program links clients with providers who are located throughout the County and who provide services that are linguistically accessible to clients and families.

    This recommendation can be addressed as a medium- to longer-term goal that is an ongoing part of the HHS Equity Workgroup. They will continue to work on strategies to ensure that available resources reach those in need. Through the contracting process, HHS will look to develop standards in the provider community. This will be particularly important as HHS addresses emergent needs with the implementation of health care reform.

HHS has implemented a satisfaction survey for all clients receiving services, funded by the County and the State, to ensure accountability for accessible, appropriate and effective service delivery. A component of the monitoring responsibilities of the Core Service Agency - Behavioral Health Planning and Management (CSA - BHPM) is their reporting and planning process.

This recommendation will be addressed the Latino Health Initiative Steering Committee.

9. **Increase awareness and improve utilization of mental health services among Latino community members.**

This recommendation will be addressed the Latino Health Initiative Steering Committee.

10. **Increase support for the Latino Health Initiative Foreign Trained Health Professionals initiative to increase the number of bilingual mental health therapists in the County.**

Given recent funding cuts, at this time the Welcome Back center is not able to fully develop this component of the program. However, they are considering starting a very small pilot with 2-3 foreign-trained mental health professionals in the next fiscal year to begin to understand how to best work with these professionals and to prepare to request private or other public funding to support this effort.

Uma Ahluwalia, Director of HHS, stated that foreign- trained nurses in the program see a 500% wage increase, and the program has served nurses from 50 countries. There is increased demand in mental health services from African, Vietnamese, Haitian, and Spanish-speaking residents with Post Traumatic Stress Disorder. The small pilot will be for Spanish speaking mental health professionals.

This recommendation will be addressed the Latino Health Initiative Steering Committee.

11. **Increase efforts to assist Latino families to build and strengthen their natural support networks resulting in a more cooperative and resilient community. Build upon neighborhood-based support networks that offer meaningful supports and connections.**

IDENTITY, Inc., will collaborate with partner organizations to accomplish this. Although no specific agency has been identified to transfer the oversight responsibility of the recommendations listed below, IDENTITY has agreed to convene providers/representatives from local nonprofits and groups working with Latino parents with the aim of exploring the possibility of forming a workgroup that would adopt such oversight responsibility. Such agencies/groups include, but are not limited to: The Montgomery County Latino Civic Association, the Maryland Multicultural Youth Center, Padres Latinos en Acción (PALA), etc.

Social Integration Recommendations

1. **Launch an ongoing public relations and communications campaign by County government that promotes Latino youth and their families as valuable, hard-working members of our community.**

This recommendation will be addressed by the Cultural Competence Workgroup.

2. **Improve the cultural and linguistic competence of each County department.**

Cultural competence will be the responsibility of County Stat by directive of the County Executive. By the time of the Latino Youth Collaborative meeting in April, we will see metrics for cultural competence. Related to that is service data on who we are serving and how well we are serving. Gabe Albornoz, Director of Recreation, proposed to combine two groups: the Latino Youth Collaborative group working on this issue with the County government leadership working on the same issue. There is agreement that cultural competence metrics will be drafted.

The Cultural Competence Workgroup reviewed the Culturally and Linguistically Appropriate Services - CLAS standards, which the group considered to be very relevant to the situation in Montgomery County, including recruitment, training, strategic planning for cultural competency, etc. The group agreed that it should: 1) adopt standard #1 as vision; 2) prioritize those standards that are most important as a starting point; 3) get the County Executive to adopt in some formal way; and 4) use County Stat to guide this work.

This recommendation will be addressed by the Cultural Competence Workgroup.

3. **Establish a Latino ombudsman in the Office of the County Executive to assure accountability of equitable treatment of Latinos in all areas of government services.**

    Karla Silvestre, from the Office of Community Partnerships, discussed the underlying factors that call for an ombudsman and how the County is addressing each area. These are:

    1. Connecting residents to services through MC311. The County is working to increase marketing of MC311 with the Spanish speaking community in the County. Language interpretation is also available at all County agencies to increase access to Latino residents.

    2. Helping resident to manage complex cases through collaborative partnerships such as the Neighborhood Opportunity Network where a nonprofit hosts community organizers and HHS community connectors to help residents with more complex cases. Three sites are operational in the County. In addition, the County contracts with numerous community-based organizations to help residents with more complex case management.

    3. Advocating for Latino residents when the system breaks down. The Latino Liaison assists with high level issues where the system is not working for the resident. She lets the public know of this function through radio outreach and through the network of community based organizations.

    This recommendation will be addressed by the Cultural Competence Workgroup.

4. **Strengthen the accountability to and equitable treatment of the Latino community by MCPS by funding independent public/private entities to fill advocacy gaps for Latino parents.**

    This recommendation will be addressed by the MCPS Latino workgroup.

5. **County Boards, Committees and Commissions will develop and include in their respective action plans strategies that are responsive to the needs of the Latino community. In addition they will ensure that there is Latino representation on boards with particular focus on the following: 1) Children and Youth, 2) Juvenile Justice, 3) Health, 4) Five Regional Centers' Citizen Advisory Boards.**

    This recommendation will be addressed by the Cultural Competence Workgroup.

6. **Build on MCPS's efforts to empower Latino parents to better understand and integrate into the school system to enable them to better advocate for their children's education.**

   This recommendation will be addressed by a group to be convened by IDENTITY, Inc.

7. **Increase responsiveness, accountability, and respect towards Latino families by school staff and administration resulting in their high expectations for Latino families. This includes providing them with all the necessary support and equitable treatment for ensuring Latino students' success.**

   This recommendation will be addressed by the MCPS Latino workgroup.

8. **Increase Latino graduation rates at Montgomery College and other universities, including The Universities at Shady Grove and the University of Maryland.**

   This recommendation will be addressed by the Achieving Collegiate Excellence and Success (ACES) program. This joint effort by MCPS, USG and Montgomery College will prepare underserved students to be successful in college and beyond by supporting them in high school and equipping students and their families with the skills necessary for success. ACES is now in 10 high schools with plans to expand it to additional schools.

9. **Provide Latino youth and families with the necessary tools, knowledge, and access in order to strengthen their civic engagement capabilities.**

   This recommendation will be addressed by a group to be convened by IDENTITY, Inc.

APPENDIX C:
Sample Transfer of Oversight Responsibility Letters

Starting on the next page, this appendix includes four sample Transfer of Oversight Responsibility letters that were sent to the following entities:

- Latino Health Steering Committee

- Latino Public Safety Workgroup

- Montgomery County Department of Recreation

- Montgomery County Public Schools

Cesar Palacios and Grace Rivera

Co-Chairs

Latino Health Steering Committee

Dear Grace and Cesar,

As you will recall, a few months ago we discussed the Latino Youth Collaborative Oversight Group transferring its oversight responsibility for the implementation of the MCPD-related recommendations to the Latino Health Steering Committee. These are:

Identify and enhance the capability of key contact/entry points in Montgomery County to connect with Latino families and assess their needs.

Enhance the utilization of community lay workers (*promotoras*) as a key culturally and linguistically appropriate outreach and public education approach among government, school, and nonprofits working with Latino parents and families

Adopt standards for mental health services that ensure all mental health service providers receiving County funding provide services that are accessible, reflect cultural and linguistic competence, and demonstrate accountability

Increase awareness and improve utilization of mental health services among Latino community members.

Increase support for the Latino Health Initiative Foreign Trained Health Professionals initiative to increase the number of bilingual mental health therapists in the County.

By transferring the oversight responsibility, we establish a mechanism so that the recommendations will continue to be worked upon in conjunction with the County's Department of Health and Human Services and receive the attention they require beyond the term of the Oversight Group. In addition, the transference of this responsibility will ensure the recommendations are integrated into existing long-term efforts of the Department of Health and Human Services (HHS) on behalf of Latino youth and their families. The participation of Oversight Group members in the Latino Health Steering Committee provides your group with an opportunity to become a critical stakeholder in this forward-looking process on behalf of County Latino families.

The purpose of this letter is to formalize the request with the hope of transferring the above-mentioned responsibility effective July 1st, 2013. The Latino Youth Collaborative Oversight Group will continue to function until July 18, 2013. It is our hope that this time period will allow for a smooth transition.

As a way of maintaining accountability to the Montgomery County Latino community, the Oversight Group has agreed to participate in a bi-annual State of Latino Youth Symposium to be organized by Identity. As part of this transfer of oversight responsibility, the Oversight Group also requests that the Latino Health Steering Committee agree to participate in the Symposium. Participation will include providing updates on the above mentioned recommendation according to the objectives set forth by your group since the transition.

We very much appreciate the Latino Health Steering Committee's willingness to consider making the HHS-related recommendations part of its work. Of course, we will be at your disposal for any questions you may have and/or to provide any support you may need.

Thank you very much,

Respectfully,

Shirley Brandman and Diego Uriburu, Co Chairs

Latino Youth Collaborative Oversight Workgroup

Henry Montes

Chair

Latino Public Safety Workgroup

County Executive's Latin American Advisory Group

Dear Henry,

As you will recall, a few months ago we discussed the Latino Youth Collaborative Oversight Group transferring its oversight responsibility for the implementation of the MCPD-related recommendations to the Latino Public Safety Workgroup. These are:

Oversee the County's use of the GangNET database and ensure it continues to demonstrate successful compliance with federal protection of privacy rights and collection of personal data.

Review Montgomery County Police Department's existing stop-and-frisk and field investigation/interrogation policies and request and analyze data related to the stopping, frisking and photographing of young Latino males.

Address issues related to contact with Immigration and Customs Enforcement (ICE) by Montgomery County Police Department

By transferring the oversight responsibility, we establish a mechanism so that the recommendations will continue to be worked upon in conjunction with the County's Police Department and receive the attention they require beyond the term of the Oversight Group. In addition, the transference of this responsibility will ensure the recommendations are integrated into existing long-term efforts of the MCPD on behalf of Latino youth and their families. The participation of Oversight Group members in the Latino Public Safety Workgroup provides your group with an opportunity to become a critical stakeholder in this forward-looking process on behalf of County Latino families.

The purpose of this letter is to formalize the request with the hope of transferring the above-mentioned responsibility effective July 1st, 2013. The Latino Youth Collaborative Oversight Group will continue to function until

July 18, 2013. It is our hope that this time period will allow for a smooth transition.

As a way of maintaining accountability to the Montgomery County Latino community, the Oversight Group has agreed to participate in a bi-annual State of Latino Youth Symposium to be organized by Identity. As part of this transfer of oversight responsibility, the Oversight Group also requests that the Latino Public Safety Workgroup agree to participate in the Symposium. Participation will include providing updates on the above mentioned recommendation according to the objectives set forth by your group since the transition.

We very much appreciate the Latino Public Safety Workgroup's willingness to consider making the MCPD-related recommendations part of its work. Of course, we will be at your disposal for any questions you may have and/or to provide any support you may need.

Thank you very much,

Respectfully,

Shirley Brandman and Diego Uriburu, Co Chairs

Latino Youth Collaborative Oversight Workgroup

June 25, 2013

Mr. Gabriel Albornoz

Director, Montgomery County Department of Recreation

Dear Gabriel,

As you will recall, a few months ago we discussed the Latino Youth Collaborative Oversight Group transferring its oversight responsibility for the implementation of the cultural competency-related recommendations to the County's Cultural Competence Workgroup. These are:

Identify whether existing County services are reaching Latino target populations and areas where the Latino community is disproportionately represented or negatively impacted.

Launch an ongoing public relations and communications campaign by County government that promotes Latino youth and their families as valuable, hard-working members of our community.

Improve the cultural and linguistic competence of each County department.

Establish a Latino ombudsman in the Office of the County Executive to assure accountability of equitable treatment of Latinos in all areas of government services.

County Boards, Committees and Commissions will develop and include in their respective action plans strategies that are responsive to the needs of the Latino community. In addition they will ensure that there is Latino representation on boards with particular focus on the following: 1) Children and Youth, 2) Juvenile Justice, 3) Health, 4) Five Regional Centers' Citizen Advisory Boards.

By transferring the oversight responsibility, we establish a mechanism so that the recommendations will continue to be worked upon in conjunction with the Cultural Competence Workgroup and receive the attention they require beyond the term of the Oversight Group. In addition, the transference of this responsibility will ensure the recommendations are integrated into existing long-term efforts of the Cultural Competence Workgroup on behalf of Latino youth and their families. The participation of Oversight Group members in the Cultural Competence Workgroup provides your group with an opportunity to become a critical stakeholder in this forward-looking process on behalf of County Latino families.

The purpose of this letter is to formalize the request with the hope of transferring the above-mentioned responsibility effective July 1st, 2013. The Latino Youth Collaborative Oversight Group will continue to function until July 18, 2013. It is our hope that this time period will allow for a smooth transition.

As a way of maintaining accountability to the Montgomery County Latino community, the Oversight Group has agreed to participate in a bi-annual State of Latino Youth Symposium to be organized by Identity. As part of this transfer of oversight responsibility, the Oversight Group also requests that the Cultural Competence Workgroup agree to participate in the Symposium. Participation will include providing updates on the above mentioned recommendation according to the objectives set forth by your group since the transition.

We very much appreciate the Cultural Competence Workgroup's willingness to consider making the cultural competency-related recommendations part of its work. Of course, we will be at your disposal for any questions you may have and/or to provide any support you may need.

Thank you very much,

Respectfully,

Shirley Brandman and Diego Uriburu, Co Chairs

Latino Youth Collaborative Oversight Workgroup

June 17, 2013

Mr. Tim Warner

Chief Community Engagement and Partnership Officer

Dear Tim,

As you will recall, a few months ago we discussed the Latino Youth Collaborative Oversight Group transferring its oversight responsibility for the implementation of the MCPS-related recommendations to MCPS' Office of Community Engagement and Partnership. These are:

Address the disproportionately high rates of academic ineligibility among Latino youth in Montgomery County Public Schools.

Change existing voluntary withdrawal practices in the Montgomery County Public School system.

Utilize schools as neighborhood-based hubs that provide comprehensive services and education opportunities in a safe environment for all community members.

Strengthen the accountability to and equitable treatment of the Latino community by MCPS by funding independent public/private entities to fill advocacy gaps for Latino parents.

Increase responsiveness, accountability, and respect towards Latino families by school staff and administration resulting in their high expectations for Latino families. This includes providing them with all the necessary support and equitable treatment for ensuring Latino students' success

By transferring the oversight responsibility, we establish a mechanism so that the recommendations will continue to be worked upon in conjunction with MCPS' Office of Community Engagement and Partnership and receive the attention they require beyond the term of the Oversight Group. In addition, the transference of this responsibility will ensure the recommendations are integrated into existing long-term efforts of the Office of Community Engagement and Partnerships on behalf of Latino youth and their families. The participation of Oversight Group members in the Office's Latino Student Achievement Action Group provides your group with an opportunity to become a critical stakeholder in this forward-looking process on behalf of County Latino families.

The purpose of this letter is to formalize the request with the hope of transferring the above-mentioned responsibility effective July 1st, 2013. The Latino Youth Collaborative Oversight Group will continue to function until July 18, 2013. It is our hope that this time period will allow for a smooth transition.

As a way of maintaining accountability to the Montgomery County Latino community, the Oversight Group has agreed to participate in a bi-annual State of Latino Youth Symposium to be organized by Identity. As part of this transfer of oversight responsibility, the Oversight Group also requests that the Office of Community Engagement and Partnerships agree to participate in the Symposium. Participation will include providing updates on the above mentioned recommendation according to the objectives set forth by your group since the transition.

We very much appreciate the Office of Community Engagement and Partnerships willingness to consider making the MCPS-related recommendations part of its work. Of course, we will be at your disposal for any questions you may have and/or to provide any support you may need.

Thank you very much,

Respectfully,

Shirley Brandman and Diego Uriburu, Co Chairs

Latino Youth Collaborative Oversight Workgroup

APPENDIX D:
Latino Youth Collaborative Oversight Workgroup – Meeting Minutes

The Workgroup met quarterly beginning in October 2011 and concluding in July 2013, for a total of nine meetings.

<div style="text-align:center">

OCTOBER 13, 2011

</div>

In attendance:
Uma Ahluwalia, Nancy Navarro, Tim Firestine, Shirley Brandman, Diego Uriburu, Brian Edwards, Ursula Odiaga Iannone (for Henry Montes), Luisa Montero Diaz, Carol Walsh, Tom Manger, Tania Hindert (for Maria Gomez).

Staff:
Karla Silvestre

Observers:
Gabe Albornoz, Wil Gutierrez

Introductions
Shirley Brandman provided a background and purpose of the Workgroup. She asked that the group embrace the responsibility to be accountable.

Bruce Crispell, MCPS demographer, presented a PowerPoint presentation on Hispanic demographic data and distributed handouts from the Montgomery County Planning Department. A question was asked if we know why Latino youth are dropping out of school. This led to a brief explanation of the codes currently used to indicate the reason for voluntary withdraw from school and that most simply say "lack of interest."

Diego Uriburu introduced a chart that outlines different categories of recommendations, including straightforward recommendations, more information needed, and crosscutting. He stated that we have to take into consideration the cost involved in each recommendation, but also modify existing programs to meet changing demographics. He proposed that the Workgroup address the straightforward recommendations by helping to identify the responsible agency and have the responsible entity report to the group their plans for addressing the recommendations. For the crosscutting recommendations, it was proposed that the Workgroup be used to brainstorm ways to tackle these more complex issues. Discussion proceeded to clarify the various categories.

The discussion brought up several questions, including:

1) Why was the "Services Reaching Latinos" recommendation placed in the Policy category? It was left in that category because it dealt with policies that could be developed to better understand if services are reaching Latinos.

2) What will we consider success? Do we need movement on all recommendations or will X number be OK? It was stated that the intent is to be deliberate in trying to implement them.

3) Can we also strategize which straightforward recommendations to prioritize? It was discussed that at this time we are only asking that each entity respond as to what they are currently doing to address the recommendation and what their plans are for the future.

The draft letter to agencies presented is asking each agency their plan for addressing the recommendation. We agreed to edit the letter to give people short-, medium- and long-term goals, so that not everything seems immediate. In the letter, we will also ask that they include the mapping of what is already going on at each agency.

When the Workgroup takes on crosscutting issues, we will start with what is already going on.

Diego Uriburu offered some priorities for addressing the crosscutting issues.
1. Career-based education
2. School based hubs, out-of-school youth, expanding out-of-school-time programs
3. Cultural competency

It was reiterated that for the straightforward recommendations, we are asking for an update on what is already being done and plans for the future, and that for the crosscutting recommendations we will use the expertise of the Workgroup to brainstorm solutions to these more complex issues.

Workgroup members suggested that for the first crosscutting issue, we tackle for discussion the issue of career-based education, out-of-school youth, and graduation rates in post-secondary education.

We will schedule representatives to come in for the benefit of understanding their progress.

It was suggested that the letter to the responsible entity should go to department director and it is for them to direct it to the responsible person. Chief Manger stated that they are ready to report on their one straightforward recommendation and the two listed as requiring more information.

There was discussion on who decides which straightforward recommendations to address, the Workgroup or the responsible entity. The co-chairs indicated that it was up to the responsible entity to prioritize how they would address the straightforward recommendations.

Next Steps:
- A revised version of the responsible entity letter will be drafted and distributed for comment.
- The color-coded chart will be revised to include page numbers from the full report.
- The next meeting on January 18 will start at 9am (revised start time) and will be held at the 2nd floor conference room of the Executive Office Building at 101 Monroe St. Rockville MD 20850.
- The crosscutting issues of career-based education, put-of-school time, and graduation rates in post-secondary education will be discussed as well as reports from the responsible entities on the straightforward recommendations.

<p align="center">JANUARY 18, 2012</p>

In attendance:
Co-chairs: Diego Uriburu and Shirley Brandman
Uma Ahluwalia, Brian Edwards, Tim Firestine, Enid Gonzalez-Aleman, Candace Kattar, Tom Manger, Luisa Montero-Diaz, Henry Montes, Nancy Navarro, Carol Walsh, Gabe Albornoz, Wil Gutierrez, and Karla Silvestre

Other Montgomery County Police Department (MCPD) staff present:
David Anderson, Christina Faass, Mitch Cunningham

Absent:
Maria Gomez

The co-chairs called the meeting to order and began introductions. Shirley Brandman gave background information on the Latino Youth Collaborative Oversight Workgroup and presented the meeting format. She stated that at this meeting the Workgroup would test the process by having the Police Department present on their straightforward recommendations, and that the second half of the meeting would be spent on the crosscutting recommendations.

Presentation on Straightforward Recommendations by MCPD
The Montgomery County Police Department, represented by Captain Cunningham from the Special Investigations Division, presented information to the group regarding the collection of gang intelligence. The presentation centered on the requirements, established by federal regulations, to submit and retain certain types of gang intelligence.

Chief Manger addressed the action steps in the recommendation that reads:

Montgomery County Police Department will convene with the Latin American Advisory Group and the Montgomery County Latino Public Safety Workgroup prior to making any major changes to the current database or should the Department ever decide to change to another gang database.

Chief Manger stated that he can comply with the actions steps of the recommendation as is written. He does not foresee any problem with convening community groups regarding changing the database in the future but wants to be clear that it would not be for approval purposes.

The Police Department's presentation proceeded to the next recommendation regarding Stop and Frisk and Field Interrogation Policy. Chief Manger stated that in order to meet this recommendation the Police Departments would need to collect ethnicity data. The current Police Report form does collect race and ethnicity data. If a stop-and-frisk leads to an arrest, then ethnicity information is collected. However, the Field Interview Form that would be used if no arrest is made does not capture ethnicity. Chief Manger agreed to add a field that would ask "Hispanic Yes/No" to the Field Interview Form. This change would capture ethnicity data to address the recommendation and this information could be analyzed at the end of the year.

Chief Manger stated that many questions were raised regarding what the Police Department does with officers that don't follow policy. Lieutenant Anderson addressed this issue stating that they address this issue globally. It starts with the hiring process where candidates have to pass polygraph tests, full background checks, a psychological exam, and must show to have the right temperament for the job. This is followed by training at the Police Academy and then Field Training. They also have a reward system for officers that do well.

Ursula Odiaga-Iannone asked regarding the need to have reasonable suspicion or "Terry" to stop someone. Lt. Anderson stated that it is not necessary because the initial conversation may be an innocent one but may have led to pertinent information. He stated that it usually does come from a "Terry" stop, but it does not have to. Lt. Anderson spoke about how officers are reprimanded and Captain Christina Faass, head of Internal Affairs, elaborated on the Internal Affairs process. Captain Faass explained that simple complaints are referred to the District Commander while more complex complaints are handled by Internal Affairs.

Candace Kattar asked why in page 47 of the field interview provision, it states that when a policy is in conflict with the Police contract, the contract prevails. Does this mean that if the Chief issues a directive and the Union does not like it, the Union can ignore that directive? Chief Manger explained that the law cannot be bargained. What Candace referenced is boilerplate language, and MCPD directives are vetted through legal and labor to avoid any conflict.

Additional questions were raised including:
Is the complainant informed if an investigation ensues? Yes.
How does someone go about expunging from databases?

Members stated that the Police need to be more accessible to address complaints.
Captain Faass shared that people can submit a complaint via email, phone call, letter or in person.

Shirley Brandman asked if any Workgroup Members had any remaining significant concerns. Members asked how ethnicity will be added to the Field Interrogation form. Chief Manger stated that the change to the form will have to be negotiated, and it may take a while before the old version of the form is taken out of circulation.

Crosscutting Recommendation Discussion
The Workgroup proceeded with the discussion on the crosscutting recommendations that dealt with Out-of-School Time (Responsive Services Recommendation #1) and Career-Based Education (Policy Issues Recommendation #3).

Diego Uriburu gave background information on the importance of these recommendations. He stated that many organizations are addressing this issue including the Collaboration Council's work on Credentialing by 26, Maryland Multicultural Youth Centers, MCPS - career technology, and Montgomery College/MCPS partnership on mentoring youth in high school.

The co-chairs proposed that the group brainstorm for 15 minutes opportunities for Latino youth in school and out-of-school. They recommended that the group should brainstorm without being tied down to current resources and make connections across the County, including connections with business and nonprofits.

Some of the ideas that flowed include:
Information is needed on resources for mental health careers.
Identify a central database to connect youth with the business community through employment and internships.
Align the preparation for careers with the careers that are in demand.
Align our efforts so we all are not knocking on businesses' doors.
Who chairs the Workforce Investment Board?
Melissa McDonalds chairs the MCPS collaboration board.
The County Executive should work with Superintendent to convene and send a message that Career based education and out-of-school time are priorities. They should put out a leadership message based on data and then identify the players.

Shirley Brandman asked the Workgroup to think about who the players might be.
Business Roundtable
The County's new Economic Development Corporation
Montgomery College
Various Chambers of Commerce

Henry Montes brought up the issue of adult education, which is a separate recommendation in the report but is tied to vocational training.

Brian Edwards suggested benchmarking with other states to see what successful models have been pursued.

Shirley Brandman shared that research is available from New York and Philadelphia and spoke about Harvard University's pathways to prosperity. She shared that she envisions agreeing on a priority and aligning the various agencies to that priority. For example, what is MCPS or Montgomery College doing toward that priority? We might consider creating Student Service Learning toward skill building, grants to nonprofits willing to do mentoring to some of our youth, supporting green industries that take our youth, etc.

Gabe Albornoz stated that the Department of Economic Development needs to be a part of this conversation since they have various needed contacts. He also shared that we should expose youth to more careers. He shared that he has done career fairs at elementary schools but not in high schools.

Nancy Navarro stated that we need to make Latino youth aware of the career options that take advantage of their bilingual skill-set.

Carol Walsh discussed an existing website which allows people to explore various careers online with salary information and that match interests with job options.

Candace Kattar emphasized that we must include an education effort for undocumented youth regarding the ways for people to work lawfully in the U.S. with a Tax ID Number. She stated that we should not leave out undocumented youth who may be undocumented now but may become legalized later.

Luisa Montero Diaz stated that we need to lobby at the federal level to change the current funding formula. Montgomery County has not kept up with formulaic funding in comparison with Prince George's County yet the need is here too.

Chief Manger suggested involving the courts and diversion programs since sometimes you need the judges' buy-in to recommend to a youth to get involved in positive activities. He brought up the Explorer Program, which is like Scouting for youth 14-20 years of age. It engages between 50-70 kids, is very diverse, but not as well known as it could be. Many kids stick with it and decide they want to be officers. Volunteers are police officers who volunteer their time.

Nancy Navarro stated that there is a lack of understanding on the changing demographics by our leaders, as seen by our State delegation, and this has an impact in attracting funding. She stated that there is also a

tension on what we do about the changing demographics and that it is time to bust myths about immigrants in the County.

Enid Gonzalez-Aleman stated that one myth that needs busting is the criminalization of foreigners.

Diego Uriburu stated that the messaging from leadership can't just target Latino youth but should include all youth. He emphasized that the recommendation targets the most needy youth, and that while we will tackle all youth, we must not lose sight of the most vulnerable.

Diego Uriburu suggested that we convene a small group to frame the issue, get organized, and come back to the Workgroup with a plan.

Nancy Navarro stated that we should look to learn from the Kennedy Cluster project.

Uma Ahluwalia stated that the bigger issue is how fragmented we are and the need for more coordination. We need an asset map about what we are doing about Career-based education and out-of-school time.

Carol Walsh mentioned that the Collaboration Council will need to conduct a needs assessment as required by the State.

Uma Ahluwalia stated that Federal grants continue to be focused on urban areas, the very poor and *projects*-based poverty. More advocacy is needed to change this situation.

Gabe Albornoz stated that the Kennedy cluster project worked in part because it had two staff in order to keep it going.

Nancy Navarro shared that in the current discussions of the future of the region we have to work in the preparation of the workforce that will increasingly be Latino youth.

Enid Gonzalez stated that we should think of this work as a system and should target the hubs in the system that will have the most impact.

Shirley Brandman summarized those that would be involved in organizing the issue and presenting a proposal. This list includes Steve Silverman, Carol Walsh, Ed Roberts, Brad Steward, Dr. Pollard's designee, Economic Development Corporation, Hispanic Chamber and other Chambers of Commerce, Stewart Edelstein, HHS, Gabe Albornoz. Later on we should also include foundations.

The group offered other initiatives that are currently happening locally.
Luisa Montero-Diaz - National summer jobs initiative has created a partnership with Discovery Communications.
Carol Walsh - Corporate Voices for working families.
Gabe Albornoz - Recreation has a model program with the Hispanic Chamber, but it is small and labor intensive in order to find internship placements.
Nancy Navarro recommended that we check with Dr. Starr on his vision for career-based education and out-of-school time.
Henry Montes stated that he envisions having many projects but under one umbrella.
Gabe Albornoz suggested utilizing InfoMontgomery for asset mapping.
Karla Silvestre suggested giving more capacity to the Volunteer Center as a possible clearinghouse for internship opportunities since they currently place students in SSL opportunities.
We should involve the Long Branch Association now run by Impact Silver Spring.

Meeting Feedback:
Luisa Montero Diaz liked meeting preparation ahead of time.
Are we going to follow this process for all crosscutting recommendations? We might or might not.
Carol - can we bring business contacts?

In attendance:
Co-chairs: Diego Uriburu and Shirley Brandman
Uma Ahluwalia, Brian Edwards, Tim Firestine, Candace Kattar, Tom Manger, Luisa Montero-Diaz, Henry Montes, Carol Walsh, Gabe Albornoz, Wil Gutierrez representing Nancy Navarro, Ursula Iannone, Tania Hindert for Maria Gomez, Teresa Wright presenting Henry Montes, and Karla Silvestre

Guests present:
Joe Heiney Gonzalez, representing Joe Adler, HR director
Lily Qi, County Executive's Office and Language Access Coordinator
Diane Vu, Office of Community Partnerships
Bruce Adams, Director of the Office of Community Partnerships

Absent:
Enid Gonzalez-Aleman

The co-chairs called the meeting to order and began introductions. Diego Uriburu gave an overview of the meeting agenda and asked Uma Ahluwalia to present on the Health and Human Services (HHS) straightforward recommendations.

Presentation on Straightforward Recommendations by Heath and Human Services
Uma Ahluwalia presented the HHS reports for the recommendations dealing with key entry points, increase in bilingual therapists, parental participation, and improved mental health services.

Key Entry Points to Connect Latino Families and Address their Needs
Ms. Ahluwalia began with the HHS report on key entry points speaking to the use of MC311 and InfoMontgomery as important entry points for the County. She explained that the County has included language in its contracts with providers to ensure that information on services is registered and updated in InfoMontgomery on a regular basis. Because of the multiple factors in this recommendation, this is a long-term goal. This recommendation calls for multiple stages including identification, assessment, contact with partners, development of practices and follow-up.

Increasing Bilingual Mental Health Providers
Ms. Ahluwalia moved on to the recommendation dealing with increasing bilingual mental health professionals through support of the Foreign Trained Health Professionals program (now called the Welcome Back Center). Given recent funding cuts, at this time the Welcome Back center is not able to fully develop this component of the program. However, they are considering starting a very small pilot with 2-3 foreign-trained mental health professionals in the next fiscal year to begin to understand how to best work with these professionals and to prepare to request private or other public funding to support this effort.

Ms. Ahluwalia stated that foreign trained nurses in the program see a 500% wage increase, and the program has served nurses from 50 countries. There is increased demand in mental health services from African, Vietnamese, Haitian, and Spanish-speaking residents with Post Traumatic Stress Disorder. The small pilot will be for Spanish speaking mental health professionals.

Developing Standards for Providers to Improve Access to Mental Health
Ms. Ahluwalia presented the report addressing the recommendation on adopting standards in mental health for all providers to improve access to mental health. Currently the Department offers the following programs:

- The County's Adult Behavioral Health program, located in Wheaton, provides a broad range of active treatment and aftercare services, in multiple languages, including French, Spanish, and Vietnamese.

- The Crisis, Trauma (including Abused Persons Program, Access, and Victim Assistance and Sexual Assault Program), and Access Services utilize multilingual staff as well as interpreter services for multiple languages.

- The Access Program links clients with providers located throughout the County and provides services that are linguistically accessible to clients and families.

This recommendation can be addressed as a medium- to longer-term goal that is an ongoing part of the Department's equity Workgroup. They will continue to work on strategies to ensure that available resources reach those in need. Through the contracting process, HHS will look to develop standards in the provider community. This will be particularly important as they address emergent needs with the implementation of health care reform.

HHS has implemented a satisfaction survey for all clients receiving services funded by the County and the State to ensure accountability for accessible, appropriate and effective service delivery. A component of the monitoring responsibilities of the Core Service Agency - Behavioral Health Planning and Management (CSA - BHPM) is its reporting and planning process.

Parental Leadership and Empowerment Components to Programs
Leadership and empowerment components for parents are currently integrated into multiple County programs, including Linkages to Learning, Infants and Toddlers, Aging and Disabilities' Transitioning Youth and My Turn programs, Behavioral Health Federation of Families, and multiple youth and family contracts.

HHS will convene youth providers to explore this approach and to review current practices. Local and national models will be reviewed. Work will be done in concert with the Collaboration Council, Recreation, and other youth serving organizations and agencies.

Discussion
Diego Uriburu asked about the effectiveness of MC311 and asked that the group be provided with data regarding its utilization and effectiveness.

Tim Firestine stated that the County has a lot of data that it can share to answer questions about MC311's effectiveness. For example, we know that Spanish is the top language used in MC311 after English.

Luisa Montero Diaz stated that MC311 and InfoMontgomery are about information and referral services and asked about entry points in HHS where people get connected to services.

Uma Ahluwalia stated that there are numerous entry points within HHS, and that a standard assessment survey is being developed that would address this recommendation. HHS' entry points provide a screening but not a comprehensive assessment about client needs. HHS contractors since 2001 use their own survey, which is anonymous and confidential. Child and adolescent mental health providers are under great strain due the current demand. Bilingual staff are expensive and also in high demand. An integrated IT system is being developed for HHS that will help to determine who is coming to HHS and what services they are accessing.

Candace Kattar asked about how much use InfoMontgomery is getting since residents lack technology to use it.

Uma Ahluwalia stated that InfoMontgomery is only a piece of this work. There is an expectation that providers use InfoMontgomery.

Carol Walsh added that InfoMontgomery offers resource guides that with improved electronic translation could be more user-friendly to multilingual residents.

Diego Uriburu stated that he would like to see a vision to accomplish this recommendation that incorporates the above-mentioned steps but more clearly articulates the final outcome.

Uma Ahluwalia stated that in three years we will have the comprehensive assessment at the HHS entry points because the integrated IT system will be in place.

Bruce Adams stated that for parental involvement Linkages to Learning is a model that we need to grow.

Uma Ahluwalia stated that Linkages to Learning is part of the strategic plan, but we need more funding to staff those schools already identified as needing the service. Discussion continued on the County's and the School system's financial contribution to the Linkages to Learning program.

Shirley Brandman stated that this is an important issue. However, the services that Linkages to Learning provides are not the expertise of the school system. While they are aware that the funding conversation needs to take place, the school system is not the only option for additional funding.

Gabe Albornoz stated that the Long Branch Athletic association now operated by Impact Silver Spring is doing innovative work around parent engagement.

Carol Walsh stated that all of their contracts with nonprofits ask them to do some parent engagement and the Collaboration Council offers training on this.

Luisa Montero-Diaz stated that the ease of implementing parent engagement depends on the type of program. Each program has different levels of ease in implementing parent engagement.

Shirley Brandman stated that there is a need to determine the overlap between Linkages sites and afterschool activities happening at schools.

Diego Uriburu stated that again he sees that there are lots of activities taking place, but lack of vision of where the County is going with all this activity. He suggested that possibly Uma Ahluwalia and Gabe Albornoz could take the lead in developing a vision for parent engagement.

Candace Kattar asked that the Equity Initiative be described in more detail.

Uma Ahluwalia presented a brief description of the Equity Initiative. It is an effort by the Montgomery County Department of Health and Human Services to improve the organization's capacity to serve the community and fulfill its mission to eliminate inequities in health and well-being of our customers, including those in child welfare, juvenile justice, behavioral health services, and employment and housing assistance programs. This work involves assessing and understanding social determinants across communities and determining whether or not HHS policies and practices are bringing us closer or further away from greater equity. She stated that currently a logic model is being developed which will be imbedded in a strategic plan with short, medium, and long term goals.

Candace Kattar asked if HHS was also working on cultural and linguistic competence.

Uma Ahluwalia stated that they are already doing a lot on cultural and linguistic competence.

Diego Uriburu stated that there are challenges in data collection, assessing needs, and who is receiving what services.

Uma Ahluwalia stated that those issues are being addressed and in addition to addressing those issues, HHS is also starting to work on equity. Equity creates a culture, value system, and a framework. It will allow HHS to explore what is happening at the front door that is causing people to be treated inequitably.

Carol Walsh asked how much the health care community is contributing to the development of Mental Health professionals.

Uma Ahluwalia stated that in the nursing program, the nurses are hired by the hospitals before completing the program, thereby providing on-the-job training while still preparing for the licensure exam.

Ursula Iannone asked if the County has considered setting up a way for the foreign-trained health professionals to pay back the investment made in them so that the program can have more capacity to serve others.

Uma Ahluwalia stated that the graduates of the program are willing to be mentors; however, they are still getting economically stable.

Candace Kattar asked why it is so hard to understand the credentialing process.

Uma Ahluwalia stated that aligning credentials with multiple licensing boards is not simple. They have to determine what each board requires and what the right documents are from all of the countries involved that will be acceptable in Maryland.

Luisa Montero-Diaz stated that it is important to connect this huge need in health professionals to careers for youth.

Uma Ahluwalia stated that the Universities at Shady Grove and Montgomery College are doing much work on promoting careers in health.

Shirley Brandman asked all to consider how each of us can move these issues along. Luisa Montero Diaz, for example, made a connection to education. What can each of us do to help grow our own mental health professionals?

Bruce Adams asked what volunteers can do to help those youth waiting for mental health services to connect them to positive activities and supports services.

Uma Ahluwalia stated that HHS is keeping up with those in most need. We have to be careful to connect them with professional mental health services.

Carol Walsh asked whether the State of Maryland is looking into the issue of the transfer of credentials.

Uma Ahluwalia stated that the State is interested in the issue but are understaffed and currently very rigid about their requirements.

Shirley Brandman suggested that the Oversight Workgroup consider meeting with our State Delegation to talk about this issue since with the onset health care reform, the need for mental health professionals will only be greater. More specifically by Jan. 2014, we will have a great shortage.

Uma Ahluwalia suggested a briefing with the Welcome Back Center staff to fully understand the obstacles to growing this program into the mental health field before meeting with the State Delegation.

Shirley Brandman asked what we do as a County to attract mental health professionals.

Uma Ahluwalia stated that we are trying to attract mental health professionals, but there are lots of challenges. For one thing, the marketplace is tight.

Diego Uriburu stated that we are dealing with big systems and complex recommendations and asked that we transition to the next part of the agenda where the co-chairs will report on the previously presented crosscutting recommendation regarding career-based education.

Update on Crosscutting Recommendation Regarding Career-Based Education
The co-chairs met with MCPS, Montgomery College and the Universities at Shady Grove. There are many good initiatives taking place at all of these institutions, but there are silos and a lack of a coordinated vision of where we want to be on this issue. In addition, out-of-school youth are left out of these initiatives. A comprehensive roadmap is needed that includes high-risk Latino youth and out-of-school youth.

Shirley Brandman stated also that much good work is taking place but a level of interconnecting vision is lacking. To begin to correct this, each entity has to know what other entities are doing. We have to think about how the Oversight Workgroup can complement the work of MCPS, Montgomery College, and the Universities at Shady Grove.

Brian Edwards stated that as one example of their collaborative work, Montgomery College counselors work in the high schools and there is more interagency collaboration in general. He stated that the coalition between MCPS, Montgomery College and the Universities at Shady Grove could be broadened and should include HHS and the Police Department. Dr. Starr wants to do asset mapping as well to have a broader understanding of the assets in the community.

Shirley Brandman stated that we should think about how we connect youth all the way through the system.

Carol Walsh stated that the vision must encompass a pathway from high school to postsecondary education and a connection to jobs.

Teresa Wright gave an example of events held to help get youth to college and how the graduates are now mentors to the current youth.

Brian Edwards stated that MCPS is undertaking an 18-month journey to work more closely with partners.

Diego Uriburu stated again that a road map is needed so we are sure that out-of-school youth have a pathway too.

Cultural Competency
Guests were introduced: Lily Qi, Diane Vu, and Joe Heiney-Gonzalez

Karla Silvestre introduced the work of County Government on cultural competence. She referenced the handout that listed the various activities in the County on the topic. She stated that while we have many activities going on, the language-access framework is a good jumping-off point to implement broader, more comprehensive cultural-competency work. She asked Lily Qi to speak about the language-access framework in the County.

Lily Qi spoke of the difference between cultural competency and linguistic competency and described the language-access framework. This framework includes a leadership team, department liaisons, the multilingual testing and pay differential, language-access training, and resources available to staff on the Language Access webpage.

Gabe Albornoz mentioned the County Government is planning a Diversity Summit later this year where the County's top management will present and discuss many of the cultural competence issues the County is facing and chart a course for the future.

Diego Uriburu stated that the County workforce does not reflect the population it serves.

Joe Heiney Gonzalez - described the Office of Human Rights recruitment efforts (see hand out).

Diego Uriburu stated that at the core, it is important to know how do we respond to customers, what we are doing well and not doing well, how we communicate, and to establish goals for cultural competency in the County.

In the next meeting, the group will take up cultural competency again and MCPS will present on their straightforward recommendations.

JULY 18, 2012

In attendance:
Shirley Brandman, Diego Uriburu, Tom Manger, Uma Ahluwalia, Carol Walsh, Henry Montes, Brian Edwards, Bruce Adams, Bertha Flores, Gabriel Albornoz, Lori-Christina Webb, Teresa Wright, Luisa Montero-Diaz

Absent:
Tim Firestine, Nancy Navarro, Maria Gomez, Ursula Odiaga Iannone

The co-chairs welcomed the group and introduced Dr. Starr to present his priorities and future direction for MCPS.

Dr. Starr spoke about preparing students with 21st Century skills, including being good problem solvers, culturally competent, and innovative, as well as social/emotional skills such as empathy. Our Common Core Standards are coming to replace the emphasis placed on No Child Left Behind.

Next year, MPCS will focus on three areas:

1) Interventions - how to get organized to do something about the needs of the target populations be it academic or social/emotional due to family conditions.
2) Professional development - including cultural competence and best practices for Latino youth.
3) Community engagement - initiate more partnerships with institutions of higher education and business sector.

A new program for the upcoming year is the Achieving College Excellence and Success (ACES). This new program improves the guidance structure and serves 1st generation college students and youth of color. This will launch in 7 or 8 schools.

Another program, ABID, Advance by Independent Determination, is geared to 6th grade students who may be first-generation college goers but not high-risk youth. They get coaching, support, and mentoring. This year will be a planning year for this program, and it is designed to help the average kid make it to college. Other initiatives include partnerships like Linkages to Learning.

Another important step is the hiring of a new position to lead the community engagement work through a Chief of Community Engagement.

Candace Kattar brought up the issue of students not being ready in math. Dr. Starr responded that this is an alignment issue regarding what it really takes to get kids college ready. Our guidance counselors have 250 kids when 175/1 is what is recommended. How can staff learn to deal with the new challenges of our new student population?

Shirley Brandman shared that College Tracks taught us that the support needs to continue and follow the kids beyond the work of the Counselor.

Dr. Starr stated that counselors have higher accountability. As a result more minority kids are taking advanced placement courses.

Henry Montes brought up the recommendation on the need for an adult high school. Dr. Starr stated that currently this responsibility lies within Montgomery College but MCPS is interested in this issue.

Diego Uriburu stated the need to continue to seek the input of Latino families in its decision-making process since MCPS lacks the knowledge of the real needs of the Latino community.

Dr. Starr stated that this upcoming year will be a planning year on how to best engage Latino families.

Shirley Brandman stated that the Latino Youth Collaborative Workgroup could help with that planning process.

Karla Silvestre stated that the Latino Youth Collaborative was created to help high risk Latino youth and that the group looks forward to working with MCPS on creating more programs to address their needs.

MCPS Presentation on Voluntary Withdraw

(See Appendix E for MCPS PowerPoint presentation).

Voluntary Withdraw has undergone a process change. If a student is talking about dropping out, an interdisciplinary team intervention will take place. Even if the parent or student can't participate, MPCS will move forward to do the interventions. These are the minimum steps that must be taken. There must be a minimum of 3 contacts with the parent, the intervention plan must be sent to the parent, parent must be brought into the discussion, and interpretation is explicit on the form now. The purpose is to keep the student

in school. MCPS will soon have more data on why kids are withdrawing such as bullying, health reasons, etc.

Luisa Montero brought up the issue of quality control such as training counselors, PPWs, the principals' teams, etc. Support for this work will be critical in the schools that are struggling the most.

Carol Walsh stated that the form was very good, and there are opportunities to cross-pollinate with out-of-school-time programs. For example, ask if there is a caring adult such as an uncle, teacher, or program staff and involve them in these meetings.

Candace Kattar pointed out that in the specific recommendation, it stated that the child be informed that they can have an advocate of their choice to help them with the process but this was not included in the form.

Uma Ahluwalia stated that HHS should be brought into these meetings. There may be resources in the HHS cluster that may benefit the family.

Lori-Christina Webb stated that accountability is being built in since the community superintendent gets a copy of the form and can follow up with problems. Community superintendents are the principals' supervisors.

Shirley Brandman stated that while it is not a separate indicator, this can be built into the strategic plan and the board can ask for periodic reports.

Brian Edwards stated that in summary, they need to better engage students and provide a more meaningful school experience. They need to work with HHS and nonprofits to touch other points including out-of-school time.

The PPWs and school counselors helped design the form and used their language on it. A team approach will prevent one person from filling out the form and possibly being defensive.

Increase the Number of Quality Student Service Learning (SSL) Opportunities for Latino Youth
SSL Clubs have been created to help Latino youth meet the SSL graduation requirement in 5 target high schools. MCPS pays stipends for the group sponsor. Fewer youth need the groups because they get connected with community-based organizations that offer them SSL opportunities.

Academic Ineligibility of Latino Youth
MSTAT cross-functional team is analyzing data on ineligibility. The results have shown that they have to begin helping students starting in 8th grade. It has also identified schools with significant success with special populations and conducted a target survey to find out what worked for them. Some interventions that worked include providing mentors, academic interventions, school-based eligibility committee, increased use of translation line, and cases where the whole school was English language learner accessible.

Discussion continued on what it takes to make this happen, including hiring the right people. MCPS has made progress on a hiring screening tool and is doing "on-boarding" for all new employees. It was also discussed that similar conversations are happening around the issue of suspensions and the need to connect all of this work. Also discussed was the need to shift resources to meet the needs of target populations and working differently.

Crosscutting Recommendation
Update on progress regarding crosscutting issue of developing career options for in-school and out-of-school youth. Carol Walsh will lead a Workgroup that will work with the MCPS, Montgomery College, and USG collaboration so that the Latino Youth Collaborative recommendations are integrated into this group.

Collaborative Brainstorming on Crosscutting Recommendations
Continued brainstorming discussion on Social Integration Recommendation #2: Cultural and Linguistic Competence. What are the logical next steps?

Discussion was held on developing some guiding principles for cultural competence and any opportunities that might be found in the upcoming County Government Diversity Summit. Dave Anderson from MCPD,

Uma Ahluwalia, Diego Uriburu, Henry Montes, and Gabe Albornoz will form a Cultural Competence Workgroup to come up with some easy-to-read basic principles that all agencies could adopt.

In attendance:
Uma Ahluwalia, Gabe Albornoz, Candace Kattar, Carol Walsh, Diego Uriburu, Brian Edwards, Enid Gonzalez, Tim Firestine, Bertha Flores, Henry Montes, Luisa Montero, Tom Manger, Nancy Navarro, Shirley Brandman, Teresa Wright, Bruce Adams, Tania Hindert, Tim Warner

Absent:
Ursula Iannone

Debrief of Brainstorming Session
A summary was given of the debrief meeting conducted to get input from members about the direction of the Workgroup. In this meeting it was proposed to transition recommendations to existing advisory groups. Career/Job based education would be taken up by the Collaboration Council. The Latino Health Steering Committee would take on the HHS straightforward recommendations. The Latino Public Safety Workgroup of the County Executive's Latin American Workgroup would take up the straightforward recommendations dealing with police. It remains to be determined where to place the MCPS recommendations. At this meeting, the attendees also discussed forming a Cultural Competence Workgroup to continue to address all recommendations under this umbrella.

The co-chairs presented the idea of holding three future meetings to address final recommendations before ending the work of this Oversight Workgroup.

Diego Uriburu gave an update on the meeting with Tim Firestine, Chuck Short, and Bruce Adams on the Latino ombudsman recommendation. As a follow-up to this meeting, members of the Workgroup met with MC311staff to better understand its service as a way to connect residents with County services or file complaints.

Cultural Competence Workgroup
Gabe Albornoz described plans for the County Government's Diversity Summit. The attendees will receive census information on changing demographics, will review best practices and establish measurable goals and outcomes to measure.

The Cultural Competence Workgroup reviewed the Culturally and Linguistically Appropriate Services - CLAS standards, which the group considered to be very relevant to the situation in Montgomery County including recruitment, training, strategic planning for cultural competency, etc. The group agreed that it should 1) adopt standard #1 as vision, 2) prioritize those standards that are most important as a starting point, 3) get the County Executive to adopt in some formal way, and 4) use County Stat to guide this work.

A discussion followed on how to make standard #1 operational and essentially reduce the number of visits to a County agency in order to be served. The Collaboration Council is using standards and has a good logic model. It remains to be seen which agency can take the lead on cultural competence and treat it as integral to operations rather than an add-on.

Recommendations regarding employability and preparing youth will be worked through ACES program. Some Workgroup members will join that group to tap into the infrastructure to help serve youth who are not in school. There are two groups working on this issue, ACES and Credentialed by 26, while the Workforce Investment Board can layout the larger framework for youth in the County.

Tim Warner Introduced as the New Chief Engagement and Partnerships Officer
The Department of Family and Community Partnerships of MCPS can serve as a single point of entry, a place to call if you need someone to go with you to a meeting. Questions were asked about its current capacity: Could DFCPS continue to be a body to take on these recommendations? What they have has not worked? What data do they have to show their reach in the Latino community? Currently 4 speak Spanish in that office out of 9. They are moved each year, and this creates problems with continuity. It was shared that there is a willingness with MCPS to create an entity to address these concerns. DFCPS does have a model; they will evaluate their effectiveness and it may need more cultural competence. In the ESOL population, everyone has a case manager. This has made an extraordinary difference. They have tried parent coordinators but never have enough of them.

Dr. Starr is interested in Linkages to Learning model and community school model.

Tim Warner stated that Dr. Starr believes that we have gone as far as we can on pedagogy alone, therefore MCPS will work to:

1. Engage institutions, private industry, and nonprofits (fundraising, mentoring, community schools, wrapping nonprofits around kids).
2. Reach into communities more deeply. Community engagement is happening but is fragmented. Realign resources to do community engagement where people are most vulnerable. Change from charity model of community organizing in communities within MCPS, looking at national best practices, work can't be done from central office.
3. Looking within MCPS, teachers/curriculum, achievement goes beyond this.

Office of Community Engagement and Partnerships has capacity, but there have been cuts to people that do this work.

We have an African American achievement gap and Latino achievement gap problem. Will form Workgroups to address; how they will be organized remains to be determined. Collaborate in this process.

Councilmember Nancy Navarro agreed with community-school model and organizing from the ground up. She asked how Tim Warner will work within MCPS to deal with the entire organization. He stated that they are developing a larger office than DFCPs in the strategic planning process to integrate many stakeholders.

Warner was asked about the capacity DFCPs will need in order to have the reach it will need to have. He stated that currently it is not enough and they don't know what it will need to be, but they are re-channeling existing resources. They still need to do more assessment of where schools are in the process.

Next steps
- Need to come up with transfer process for other recommendations
- History of success in MOUs in cross agency collaboration
- Next meeting focus on cultural competence
- Look at all recommendations and ensure that all crosscutting recommendations are addressed
- Develop a plan for how to report back

<p align="center">JANUARY 16, 2013</p>

In attendance:
David Anderson, Tom Manger, Gabe Albornoz, Adam Fogel, Enid Gonzalez-Aleman, Bruce Adams, Henry Montes, Luisa Montero Diaz, Traci Anderson, Uma Ahluwalia, Carol Walsh, Candace Kattar, Shirley Brandman, Diego Uriburu, Tim Firestine

Absent:
Tim Warner, Ursula Iannone, Maria Gomez, Nancy Navarro

Update on Credentialed by 26 Workgroup
Carol Walsh described the recently reconvened Credentialed by 26 group. She shared that the Workforce Investment Board was working to develop an internship database for youth and adults in three industry areas, with employers posting internship opportunities.

The representatives of MCPS, Montgomery College, and USG will all connect with their leadership to ensure that they agree with the Credentialed by 26 goals and support it. The group considered visiting some best practice models in terms of creating the pipeline for youth to a credential and how to align all of the parts. Models include Philadelphia and Cincinnati.

The Credentialed by 26 premise is that moving the small gear can make a big difference. The gears include Leaders (accountability), Family, Community, and School (supports), and Children and Youth (outcomes).

The building blocks to have ready leaders include bolder strategies, better data and information, bigger goals, and broader partnerships. To have Ready Communities you need an insulated education pipeline (insulated with supports such as academic, social/civic, and basic supports) from early childhood, k-12, post secondary, and work/career.

To have Ready Young People you need a readiness target where young people are academically and vocationally prepared, socially and civically connected, and are healthy, safe, and supported.

The Ready by 21 approach requires broad cross-sector coordination. This requires a systematic approach to social impact that focuses on the relationships between organizations and progress toward shared objectives.

Recommendations Not Addressed To Date
Diego Uriburu stated that the group is officially delegating responsibilities to other groups. The group assigned the following groups to address recommendations under their work plans:

Policy Recommendations:

6: creation of adult high schools. *Can be addressed by Credentialed by 26 Group.*
8: Identify if existing services are reaching Latinos and areas where Latinos are disproportionally represented or negatively impacted. *Can be addressed by Cultural Competence Workgroup of County Government.* County Stat could be the check-in spot; continue to push for how they will follow this issue.

Responsive Services Recommendations:

2: Transform schools into neighborhood-based hubs. *Can be addressed by future committee of MCPS.*

3: Quality out of school time and positive youth development programs are available. *Can be addressed by Positive Youth Development and Excel Beyond the Bell.*

8: Leadership and empowerment component for parents. *Combine with Social Integration #9 and Diego Uriburu will convene other agencies to what others are doing, how well, etc.*

Social Integration Recommendations:

8: Increase Latino graduation rates at Montgomery College and USG. *Can be addressed by Credentialed by 26 group and ACIS program.*

9: Provide Latino youth and families with necessary tools, knowledge and access in order to strengthen their civic engagement capabilities. *Combine with Responsive Services #8. Diego Uriburu will convene other agencies to what others are doing, how well, etc.*

Other:

All HHS recommendations need follow up by the Latino Health Steering Committee (LHSC)

All MCPS recommendations need to be followed up by group to be determined by MCPS.

All MCPD recommendations need to be followed by the Latino Public Safety Workgroup

Cultural competency (County and MCPS) encompasses many recommendations. We are beginning to take baby steps here.

Adam Fogel shared that through the budget process, they are looking at quantifiable metrics that show progress regarding programs such leadership and empowerment programs for parents. County Stat and the Office of Legislative Oversight can help figure this out.

Gabe Albornoz expressed the need to survey the community every four years to collect data, outcomes, bring the Latino Youth Collaborative group together, send the message that this is important, describe the need and what is being done to address it.

Luisa Montero Diaz agreed on the need to continuously survey the community. We are connecting with each other, but have we made any progress if we asked the community?

Cultural Competence Update
Cultural competence will be the responsibility of County Stat by directive of the County Executive. By the Latino Youth Collaborative meeting in April, we will see metrics for cultural competence. Related to that is service data in terms of who we are serving and how well we are serving them.

Gabe Albornoz proposed to combine the two groups, the Latino Youth Collaborative group working on this issue with the County government leadership working on the same issue. Gabe shared that the County Stat acting director is going to the Federal Office of Minority Health to learn about developing metrics for the Cultural Competence Standards. There is agreement that cultural competence metrics will be drafted.

How does County Stat interact with MC311? MC311 is planning meetings with directors to review their data on how well the departments are responding the service requests. These are open meetings and the Latino Youth Collaborative members will be invited to attend.

Policy initiatives will be developed out of the Cultural Competence work, too; not just developing metrics and tracking data. For example, a question or two will be added to the interview process related to cultural competence. We will train people who hire to look for cultural competence in candidates. By the April meeting, director of County Stat will have some measurements to run by the group for everyone's feedback.

Diego Uriburu asked Uma Ahluwalia to talk about HHS' Minority Health Initiative Program (MHIP) as a framework for cultural competence that HHS has developed that may be useful to other departments. This was a 21-month process, involving 3 representatives from each health initiative and HHS senior leadership.

Framework includes:
  1. Workforce - represent the population it serves.
  2. Systemic and systematic approach for special and emerging populations.
  3. Access and delivery of high quality services.
  4. Accountability.

The Minority Health Initiatives will continue their work, but a second tier of technical assistance, capacity building, and quality assurance will be created, called the Center for Excellence, to impact the entire department. HHS has also worked on equity as value principle and now these are coming together with Healthy Montgomery, which is a one-stop source of population-based data and information about community health.

Bruce Adams suggested that the Latin American Advisory Group revisit the Diverse County Workforce report with Joe Adler and see what can be done about equivalent experience that should be considered in lieu of a degree.

Uma Ahluwalia recommended that we extend an invitation to other minority groups to be a part of the County Stat cultural competence work.

Latino Ombudsman Recommendation
Karla Silvestre presented a PowerPoint presentation breaking out the underlying factors that call for the need for an ombudsman and how the County is addressing each area. These are:

1. Connecting residents to services - MC311, Gilchrist Center, and by providing interpretation at every County office.

2. Helping residents to manage complex cases - Neighborhood Opportunity Network was created to assist residents with complex needs in three of the lowest income zip codes in the County. In addition, nonprofits provide much needed case management to help residents with complex needs.

3. Advocating for Latino residents when the system breaks down - The Latino Liaison receives call from nonprofit leaders and residents directly regarding services and instances where the systems is not working as it should.

The presentation addressed how the County is addressing each of these areas, recognizing that more need needs to be done to promote existing resources and create more venues for people with complex cases to get help.

Following the presentation, there was a discussion on how the Police department's Internal Affairs Division interacts with MC311. The Office of Internal Affairs is unique in County government. MCPS has its own independent system as well. The County systems do connect, since a resident could call MC311 to complain about Internal Affairs and the Chief Administrative Office of the County would address this with the Chief of Police.

The group recommended that MC311 be marketed as a place where a problem can be addressed and where a resident can file a complaint.

The meeting ended with the recommendation that more publicity is needed to promote MC311 in the Latino community so that it is also utilized to file complaints.

APRIL 17, 2013

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In Attendance:
Diego Uriburu, Shirley Brandman, Bruce Adams, Carol Walsh, Tom Manger, Candace Kattar, Luisa Montero-Diaz, Gabriel Albornoz, Karla Silvestre, Lori-Christina Webb

Absent:
Uma Ahluwalia, Councilmember Nancy Navarro, Maria Gomez

MCPS Community Engagement
Lori-Christina Webb**, Deputy Superintendent of Teaching, Learning and Programs** for MCPS presented on the school district's efforts to date on community engagement. These include the hiring of the Chief Engagement and Partnership Officer who has begun work on establishing a Latino Student Achievement Action Group; increased participation of Latino parents and families in Parent Advisory Committee and Parent Academies; and collaboration with principals and other schools leadership to increase capacity to respond in a culturally competent manner. In addition, they are working on the coordination of all employees that engage with parents so there is consistency in service and message. The PowerPoint presentation outlined the current state of the achievement gap. Lori-Christina Webb clarified that the Latino Student Achievement Action Group will be comprised of both community members and MCPS administrators to ensure that this work is getting the attention of appropriate leadership within MCPS.

Draft Outline of Final Report
Shirley Brandman presented the outline of the final report.

Diego Uriburu stated that departments in many instances were doing more than what the recommendations suggested. He cited the example within HHS with the equity project and work with the Minority Health

Initiatives. The group will need to capture the breadth of what is being done in the final report. He also shared that IDENTITY plans to continue to do community needs assessments and will hold a state of Latino youth conference. This will be a public/private venture every two years.

Luisa Montero Diaz shared that the value of this process has been to shed light on what is being done. Ongoing coordination is needed and the survey data must be revisited so we don't become inactive on this issue.

It was suggested that the Oversight Workgroup might be the convening group for the Conference to provide continuity. The Workgroup would have representation in all of the follow-up groups and this would become the Conference's steering committee. The Spring 2014 Conference would feature the Latino Youth Collaborative final report, the new needs assessment results, and how they relate to original recommendations.

The final report will be distributed to the stakeholders in the original Latino Youth Collaborative, internal department leads, and the general public. A draft of the final report could be ready by mid-June but will need the content area experts to write 2-3 pages from their recommendations.

The group should strive to include other nonprofits working with Latino Youth for the Conference. It should engage with Nonprofit Montgomery for this purpose.

Note the final meeting date is July 18. This is a correction to what was previously sent out.

Convening Groups on Parent Involvement Recommendation
Diego Uriburu shared that IDENTITY commits to convene organizations working on parental involvement, civic engagement, and advocacy in order for groups to learn what other are doing. He will work with Councilmember Navarro's staff and PALA groups.

Cultural Competency Workgroup
Gabe Albornoz shared that cultural competency recommendations were being sent to the County Executive in May. The group that worked on this included all major departments and the Office of Community Partnerships. The recommendations include:

1. More demographic data collection across the County agencies and development of customer service data collection.
2. Human Resources: add cultural competency questions to hiring process and incorporate cultural competency in performance evaluations. The goal is to have a workforce that reflects the population.
3. Analysis: Examples include, 1) are front desks staffed appropriately to deliver high quality customer service? and 2) are the hours of operation appropriate?
4. Training: the County will develop comprehensive training and the training should reflect the needs of the department. Peer-based learning circles will be used instead of traditional trainings.
5. Create an ongoing steering committee to evaluate progress.
6. Formally adopt the Culturally and Linguistically Appropriate Services (CLAS) Standards. Begin to work on those that are most relevant.
7. Create a comprehensive community plan to be a Welcoming Community.

It was noted that the formal letter transferring the cultural competency recommendations should be made out to Gabe Albornoz on behalf of the Workgroup that worked on the recommendations to the County Executive.

Career-Based Education and Youth Development
Carol Walsh shared that the group has not met but there will be connections to the work being done in the Nonprofit Montgomery Beyond Charity event relating to career-based education.

Karla Silvestre asked what can be done so the Latino Youth Collaborative recommendations are not lost in the system-building that Carol is doing with Credentialed by 26. Carol stated that the recommendations have been added to the work plan of the Credentialed by 26 Workgroup.

Gabe Albornoz suggested that the group try to test out some of the recommendations in Wheaton High School, as was done in the Kennedy Cluster.

Next Steps
The co-chairs will send out a report template to the responsible entities for the purposes of obtaining accurate accounts from each department of their progress on the recommendations for the purpose of including these in the Latino Youth Collaborative Oversight Workgroup final report.

JULY 18, 2013

In Attendance:
Police Chief Tom Manger, Assistant Chief David Anderson, Luisa Montero Diaz, Uma Ahluwalia, Henry Montes, Diego Uriburu, Shirley Brandman, Gabe Albornoz, Bruce Adams, Carol Walsh, Candace Kattar, Lori-Christina Webb, Karla Silvestre

Absent:
Enid Gonzalez Aleman, Maria Gomez, Nancy Navarro, Tim Firestine, Tim Warner

Review of Oversight Work Group Draft Final Report Outline
Chief Manger stated that he thought the executive summary captures the essence of the process.

Luisa Montero Diaz stated that she would like to see more detail in the paragraph about how we broke down barriers among agencies.

Assistant Chief David Anderson gave the example of ICE coming to a public safety meeting, which they had never done before.

Uma Ahluwalia suggested that we shorten the executive summary by adding bullets. The executive summary should stand on its own and should capture that departments are going beyond the recommendations.

Shirley Brandman asked the group to consider what the group wants to bring up with the County Executive.

Bruce Adams suggested presenting budget recommendations for the County Executive. Gabe Albornoz stated that the Latino Youth Collaborative process is a best practice and it should be documented in the report.

Discussion on Advancing the Career-Based Education, Dropout Prevention and After-School Program Recommendations
Carol Walsh explained that Responsive Services recommendation #1 would best be addressed under the Recreation Department (Assist the school system in addressing the complex needs of youth by expanding effective, high quality, and evidence-based out-of=school-time programs that are accessible and culturally competent for Latino youth and respond to specific needs of youth).

Credentialed by 26 is ceasing to exist, but there are other players that will need to be engaged on the career-based education recommendations. These include the Workforce Investment Board (WIB) and Nonprofit Montgomery's Montgomery Moving Forward initiative.

The career-based education recommendation needs a home for the purposes of transferring oversight responsibility. Several agencies should have a shared governance structure in the oversight of workforce services. The Workforce Investment Board (WIB) seems like the right home since there is interest in developing tomorrow's worker and the WIB has a youth council. The group might consider recommending a framework to the County Executive regarding youth job/workforce development.

The Office of Legislative Oversight will release a report on youth employment in August 2013. The Department of Economic Development should be the lead on career-based education and youth employment. The group should suggest having one of the recommendations in the OLO report, which can then inform our recommendation to the County Executive.

Gabe Albornoz suggested using the Wheaton High School re-visioning process to test career-based education. MCPS has representation in WIB youth council. It was recommended that the chairs reach out to Steve Silverman, the WIB Youth Council, and to request that the OLO report include the question of who is the lead or leads in youth workforce development. If this is not addressed in the OLO report, then it should be included in the recommendation to the County Executive.

Update on Cultural Competence Recommendations
Monitoring cultural competence has officially become a County Stat function. There is a plan to have a winter or spring County Stat session on how well the County is meeting the needs of culturally diverse community members. The Diversity Workgroup was formed and is chaired by Joe Adler, Director of the Human Resources. The plan will be presented to County Executive in August 2013.

The plan consists of a communications plan to educate County employees and branding departmental culture of embracing diversity. The campaign will develop a tagline of inclusivity and will continue dialogue with the community on how to advocate and bring up issues to County.

County Stat will conduct a customer service survey in all departments especially those that work most directly with residents.

The Office of Human Resources will add a question or two to formal scripts related to cultural competency in the hiring process.

Benchmarks will be developed to address diversity in workforce. Henry Montes stated that in the MLS category, there has not been any progress. This is part of the performance plan of Directors but currently is not in the plan to evaluate employees

Diego Uriburu recommended that this group needs to integrate community members into its governance.

Candace Kattar stated that if these changes have to be negotiated, then the Union needs to be involved.

Other updates from groups regarding transfer of oversight responsibility

MCPS Update
The Latino Student Achievement Group has met once. It has very good representation from across the County. It was recommended that the group get a presentation on the Latino Youth Collaborative report at next meeting. Both the Latino Health Steering Committee and Latino Public Safety Workgroup have accepted the transfer of oversight letter.

Shirley Brandman asked that the report of MCPD be elaborated upon to explain the recommendations dealing with ICE.

IDENTITY plans to work with the Latino Civic Action Group to address parent engagement recommendation.

It was recommended that the group reincorporate MCPS to the Cultural Competence Workgroup and invite Montgomery College.

Carol Walsh asked that we don't lose the recommendation dealing with boards, committees and commissions. Karla Silvestre explained that presentations on the Latino Youth Collaborative report were made to the UpCounty, Western, and Mid-County Citizens Advisory Boards. In addition, a community event was held this year by the County Executive's Latin American Advisory Group to recruit more Latinos to the key boards listed in the report.

Discussion of Oversight Work Group Final Presentation & Recommendations to the County Executive
Major issues to discuss with the County Executive include:

1. Career-based education – lack of a lead organization to continue implementation.
2. The Latino Youth Collaborative is a best-practice model.
3. Civic engagement regarding boards, committees, and commissions is a cultural competence issue.