

MEMORANDUM

July 16, 2019

TO: Government Operations & Fiscal Policy / Health & Human Services Committees

FROM: Carolyn Chen, Council Grants Manager / Legislative Analyst 

SUBJECT: Community Grants Process

PURPOSE: Discussion on vision and strategy of the Community Grants process.

Expected for this session:

Rich Madaleno, Director, Office of Management and Budget

On February 9, 2019, the Office of Management and Budget [transmitted a memo](#) [© 1] to the Council President indicating the following:

- FY20 is the final year the current County Community Grants process will be followed.
- Beginning FY21, the Office of the County Executive and County Council will collaboratively develop a more robust approach to Community Grants that will be targeted to specific outcomes.

The purpose of this GO/HHS Joint Committee worksession is to develop a vision and strategy for the Community Grants process. Goals to consider in this discussion include:

- Increasing support to the County's nonprofit partners to increase capacity of organizational structure and financial sustainability to close gaps in service to residents.
- Centralizing and consolidating redundant review and contract execution processes to allow stronger alignment of programs with County priorities and departmental priorities.
- Decreasing administrative burden of departments of contracting, monitoring and reporting of Community Grants contracts.
- Increasing transparency, accountability and metrics for progress of delivery of services provided by nonprofit partners for County residents.
- Leveraging the County's competitive advantage to coordinate, stimulate and expand public sector investment at the Federal and State levels, increase foundation and external agency collaboration, and funding support and private sector partnerships.

Concepts, Strategies and Tactics for Discussion

The [Office of Legislative Oversight](#) has released reports over the past 15 years on the impact of Community Grants directly and indirectly on the County and its stakeholders. Selected findings and recommendations have provided the research, analysis and stakeholder input necessary to design a comprehensive grants vision and strategy:

Shift legacy community grants to multi-year contracts.

- Establishing a mechanism to track the longevity of entities on the Non-Competitive Award Designation List and removing entities from the Non-Competitive Award Designation List that were selected as the result of an open and competitive process, consistent with a policy established in 2000.¹

Create central website and online grant tracking system for the entire County.

- There is currently no County-wide tracking system for grants. Staff report that a central system would allow them to see grants in the pipeline and increase opportunities for cross-department collaboration.²
- Creating a public grant tracking system and/or annual report, and website and/or newsletter are grant management practices used in other jurisdictions.³

Establishment of central County Grants Office that coordinates with departments.

- Four potential options for establishing a Central Grants Office with staff were outlined by the Office of Legislative Oversight in a GO Committee follow-up memo on January 22, 2018. [© 4]⁴
- Establishing a network of department single point of contacts is a grant management practice used in other jurisdictions.⁵
- Departments pursue grants when there is staff capacity, the grant aligns with the department's mission, and the effort is feasible in terms of cost and administrative capabilities. However, variation in department practices influences the type of grants pursued and opportunities exist to increase capacity and transparency of grant operations.⁶
- Clarify/Define the purpose and goals of the Council Community Grants program and implement changes in the process in alignment with those goals. [© 2]⁷

¹ Richards, Sue, et al. [OLO Report 2005-1: A Study of the County Government's Selection and Funding Practices for Health and Human Services and Community Development Grant Awards](#). p. 80. February 1, 2005.

² Bryant, Stephanie. [OLO Report 2017-12: Federal Grant Administration in Montgomery County](#). p. ii. July 25, 2017.

³ Bryant, Stephanie. [OLO Report 2017-12: Federal Grant Administration in Montgomery County](#). p. 28. July 25, 2017.

⁴ [OLO Report 2017-12: Federal Grant Administration in Montgomery County Follow-up Memo to Government Operations & Fiscal Policy Committee](#). January 22, 2018.

⁵ Bryant, Stephanie. [OLO Report 2017-12: Federal Grant Administration in Montgomery County](#). p. 28. July 25, 2017.

⁶ Bryant, Stephanie. [OLO Report 2017-12: Federal Grant Administration in Montgomery County](#). p. i. July 25, 2017.

⁷ Latham, Kristen. [OLO Report 2018-9: Montgomery County Council Community Grants](#). p. ii. September 25, 2018.

Integrate Community Grants with Federal and State grants process for consolidated management.

- Implement changes to the Council’s Community Grants selection process to improve accountability and fairness: (1) combine the Council and Executive application; (2) pre-screen applications; (3) publish a summary and timeline of the process; (4) recruit more diverse set of volunteers; (5) provide guidelines for requesting indirect costs; (6) discuss the inclusion of department staff in the process. [© 2]⁸

Align Community Grants process with racial equity legislation, outcomes and tools.

- Develop racial equity tools to apply racial equity lens to proposed budgets, legislation and policies to the Council and Executive Community Grants process.⁹

Consolidate Community grants contracts by nonprofit organization and County priority area and align program outcomes with existing department programs.

- Five vendors service 30% of all HHS services contracts. The four top vendors provide professional services, with [additional vendors providing] human and shelter services [and] family and youth services.¹⁰
- Numerous community and faith-based organizations also provide emergency financial assistance for Montgomery County residents facing housing-related and other emergencies. The County Council and the County Executive support many of these programs through community grants.¹¹
- In the 2017-18 school year, 23 community grants were awarded for afterschool programming-related activities. Only six grants, however, were for on-site programs at schools.¹²

⁸ Latham, Kristen. [OLO Report 2018-9: Montgomery County Council Community Grants](#). p. ii. September 25, 2018.

⁹ Bonner-Tompkins, Elaine, et al. [OLO Report 2018-8: Racial Equity in Government Decision-Making: Lessons from the Field](#). p. 93. September 25, 2018.

¹⁰ Bryant, Stephanie; DeFazio, Blaise. [OLO Report 2018-7: Montgomery County Government Contracting Analysis: Wages, Staffing, & Service Contract Trends](#). p. 40. May 15, 2018.

¹¹ Bryant, Stephanie; Carrizosa, Natalia; Robinson, Kelli. [OLO Report 2018-10: Evictions in Montgomery County](#). p. 62. October 2, 2018.

¹² Bryant, Stephanie; DeFazio, Blaise. [OLO Report 2019-3: Afterschool Bookings at MCPS Elementary Schools](#). p. 37. March 19, 2019.

Additional Discussion Points

- Investments in online systems and technology upgrades within the Office of Procurement and Department of Technology Services should be considered when designing a County-wide grants system.
- Increased collaboration with County-funded agencies will increase efficiency of sourcing, reviewing, and delivering services and programs.¹³
- Collaborate with Offices of Risk Management, County Attorney, Ethics Commission, Inspector General and Internal/External Audit to maintain transparency, accountability and standard review, evaluation and selection practices.
- Increase funding capacity and decision-making at the regional level and engage the community through small grants in the Neighborhood Matching Grant Program.
- Proposed organizational structures and implementation timeline for Community Grants are scalable to any budget review cycle.

Packet Attachments:

Circle

[February 9, 2019 Office of Management and Budget Memo](#)

© 1

[OLO Report 2018-9: *Montgomery County Council Community Grants* Executive Summary](#)

© 2 - 3

[OLO Report 2017-12: *Federal Grant Administration in Montgomery County* Follow-up Memo](#)

© 4 - 6

[Community Grants Process: Vision and Strategy FY21 – FY24 Presentation](#)

© 7 - 17

¹³ Select County-funded entities include but are not limited to [Arts & Humanities Council](#), [Children’s Opportunity Fund](#), [Interagency Commission on Homelessness](#), [Montgomery Cares](#), [Montgomery Coalition for Adult English Literacy](#), [Montgomery College](#), [Montgomery County Collaboration Council](#), [Montgomery County Economic Development Corporation](#), [Montgomery County Food Council](#), [Montgomery County Public Schools](#), [Nonprofit Montgomery](#), [Nonprofit Village](#) and [Worksource Montgomery](#).



OFFICE OF MANAGEMENT AND BUDGET


Marc Elrich
County Executive

Richard S. Madaleno
Director

MEMORANDUM

February 7, 2019

TO: Nancy Navarro, President, County Council

FROM: 
Richard S. Madaleno, Jr., Director, Office of Management and Budget

SUBJECT: FY20 County Executive's Community Collaboration Grants

Councilmembers have inquired about the process for the FY20 County Executive's Community Collaboration Grants recommendations. On January 30, I had the opportunity to discuss the FY20 and FY21 process with Council staff, including the findings and recommendations from the Office of Legislative Oversight report on community grants, ideas for reforming the community grants review and award process, and additional collaboration between the Executive and Council processes.

I have discussed these issues with both the County Executive and Chief Administrative Officer. The County Executive is committed to looking at a wholistic reform of the community grants process for FY21, in conjunction with the Council. For FY20, however, the County Executive has decided to maintain the current process of reviewing and recommending awards for the County Executive's Community Collaboration Grants. As in the past, the Office of Management and Budget will conduct an initial administrative review of the proposals, and the County Executive will include specific grant recommendations in his FY20 Recommended Budget that will be transmitted to Council on March 15.

The County Executive's view is that maintaining the current process in FY20 will allow for a smoother transition for recipients of grant awards. When notification goes out to the applicants recommended for funding for FY20, he will inform them that FY20 is the final year that the current process will be followed, and that a new approach will be used in FY21.

We look forward to working with Council and Council staff to develop a more robust approach to community grants that will be targeted to specific outcomes.

RSM:jw

c: Andrew Kleine, Chief Administrative Officer
Charles L. Short, Special Assistant to the County Executive
Debbie Spielberg, Special Assistant to the County Executive
Ikhide Roland Ikheloa, Chief of Staff to the Council President
Marlene Michaelson, Executive Director, Montgomery County Council
Carolyn Chen, Council Grants Manager

Office of the Director

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www.montgomerycountymd.gov/omb

The County Council and County Executive provide funding to non-profit organizations in the County each year through non-competitive “Community Grants” to provide health and human services and community services to Montgomery County residents. The purpose of this OLO report is to review the current Council community grants program and to identify opportunities to improve the accountability, transparency, accessibility, and fairness in the grants processes.

Community Grant Process

Both the County Executive and Council believe that a strong partnership with local non-profit organizations is critical to meeting the needs of County residents. Annually, each award community grants to address needs in a variety of program service areas such as youth development, mental health, or economic development. Both the Executive and the Council designate organizations in the budget – at their discretion – to receive grant funds. Currently, non-profit organizations can apply for a community grant from the Council, from the Executive, or from both.

Applications to the Council’s community grants program are due in January of each year. Once received, applications are reviewed and interviews are conducted by a volunteer Grants Advisory Group of County residents, which then makes recommendations on grant awards. The Council Grants Administrator organizes and consolidates the Group’s recommendations, which is officially presented to the Council a few days before budget adoption. The Council Grants Manager will then meet to with Councilmembers or their representatives to discuss and finalize the grants list. The final grant award list is at the discretion of the Council, although historically, the Council has approved the Grants Manager’s recommendations along with adding additional proposals to the final list.

The Executive grants selection process includes a review of all applications by Office of Management and Budget staff, numerous meetings during which OMB staff and a Special Assistant to the Executive make funding recommendations, and a final meeting with the County Executive. The Executive’s recommended community grants list is included in the annual Recommended Operating Budget. While the Council is not required to approve the Executive’s recommendations, historically, the Council has approved all recommendations, with a few rare exceptions.

There is some collaboration and similarities between the Council and Executive grant programs:

- Council and OMB staff conduct joint workshops to provide information on the process to applicants;
- Each program requires applicants to apply online;
- Grants in each program are for one year only, although organizations may reapply for a grant every year;
- There is no limit on the number of grants or amount of funding an organization can apply for each year.

One difference between the two programs is the documentation required to apply. While the two applications are very similar, the Council requires organizations to submit additional documentation with their applications, including budget information, financial statements, and board of directors’ information while the Executive does not. For applications that were applied for and recommended by the Executive but did not apply to the Council, a designated Citizen Advisory Group panel requests and reviews the additional information that is required for Council grants.

Grant Models in the County and Other Jurisdictions

The County currently administers several other competitive grant programs, all of which utilize a combination of County staff and community volunteers to review applications and make award recommendations. Some unique aspects of the various programs include: the Community Development Block Grant is limited to three years and both the Montgomery Coalition for Adult English Literacy and the Arts and Humanities Council have several grant cycles annually.

Several other local jurisdictions also have similar grant programs, including Rockville, Gaithersburg and Fairfax County. All of the jurisdictions use staff and citizen volunteer panels to review grant applications and make grant recommendations. The City of Gaithersburg and Fairfax County have made significant changes in recent years to their grant programs – establishing two-year grants, removing procurement from the grant processes, issuing grant solicitations based on set priorities, and diminishing the role of politics in the selection process.

Grant Data

Over the past five fiscal years, the number of grant applications funded, and the amount of funding awarded annually has increased (see table). While organizations can apply for community grants from the Executive, the Council, or both, between 77% and 87% of grant applications submitted to the Council were also submitted to the Executive from FY15 to FY19.

While the annual budget describes both programs as one-time grants, OLO found that many grant programs have received funding for multiple years. A total of 134 organizations received community grants at least four out of the five years from FY15 to FY19. In comparing annual data on grant funding for specific programs, OLO identified 114 projects that received Council or Executive community grant funding for at least four years during FY15-FY19.

Further, the Council has final authority to approve grant awards as discussed earlier, so the process allows Councilmembers to add organizations to the list for funding even if the organization is not recommended for funding through the application evaluation process. OLO found that, annually, Councilmembers added an average of 31 grants and \$765,000 to the list of organizations recommended for funding.

Community Grants, FY15-FY19 (\$ in millions)

| | FY15 | FY16 | FY17 | FY18 | FY19 | % Change |
|-------------------------------------|--------|--------|--------|--------|--------|----------|
| Council Grants | | | | | | |
| # of Grant Requests | 219 | 274 | 322 | 345 | 365 | +67% |
| # of Grant Awards | 90 | 103 | 122 | 138 | 134 | +49% |
| <i>% of Applications Funded</i> | 41% | 38% | 38% | 40% | 37% | |
| Funds Requested | \$13.4 | \$15.0 | \$17.5 | \$19.8 | \$19.9 | +49% |
| Funds Awarded | \$2.9 | \$3.1 | \$3.1 | \$3.2 | \$3.5 | +20% |
| <i>% of Requested Funds Awarded</i> | 22% | 20% | 18% | 16% | 18% | |
| Executive Grants | | | | | | |
| # of Grant Requests | 306 | 335 | 338 | 371 | 381 | +25% |
| # of Grant Awards | 153 | 177 | 198 | 221 | 231 | +51% |
| <i>% of Applications Funded</i> | 50% | 53% | 59% | 60% | 61% | |
| Funds Requested | \$17.5 | \$20.3 | \$22.0 | \$21.5 | \$29.5 | +68% |
| Funds Awarded | \$5.5 | \$5.9 | \$7.5 | \$7.8 | \$8.7 | +58% |
| <i>% of Requested Funds Awarded</i> | 31% | 29% | 34% | 36% | 30% | |

Stakeholder Feedback

There were two consistent points of feedback that OLO heard across all stakeholder groups:

- Representatives from non-profit organizations and volunteers on the Council Grants Advisory Group expressed confusion about the purpose, goals and relationship of both grant programs. They view the Council grants as funding for non-related programs with no cohesive priorities or comprehensive plan.
- While referred to as “grants,” funding is awarded via non-competitive contracts and awardees are subject to County procurement requirements for contracting, billing, and reporting. County staff and most non-profit organizations reported that the execution and monitoring of community grants contracts is burdensome and challenging.

Report Recommendations

Clarify/Define the Purpose and Goals of the Council Community Grants Program and Implement Changes to the Process in Alignment with those Goals. The goals of the program are not clearly defined for applicants, including whether they are one-time grants, alignment with department goals, and relationship to other grants. Once defined, the Council can discuss and implement changes to the process that align with the stated goal.

Implement Changes to the Council’s Community Grants Selection Process to Improve Accountability and Fairness. OLO recommends the Council implement the following changes to its grants process: (1) combine the Council and Executive application; (2) pre-screen applications; (3) publish a summary and timeline of the process; (4) recruit a more diverse volunteers; (5) provide a guideline for requesting indirect costs; (6) discuss the inclusion of department staff in the process.

Request an OLO Follow-up Report that Examines Contract Execution, Payment Policies, and Monitoring of Council Community Grant Contracts. While not the focus of this report, most interviews with stakeholders criticized the challenges of contract execution and monitoring processes for Community Grants. As a result, OLO recommends that the Council request a future OLO report to review and analyze current Community Grants contract processes and policies.

GO Committee #2
January 24, 2018
Worksession

MEMORANDUM

January 22, 2018

TO: Government Operations & Fiscal Policy Committee

FROM: Stephanie Bryant, Legislative Analyst *SB*
Office of Legislative Oversight

SUBJECT: Follow Up on OLO Report 2017-12, *Federal Grant Administration in Montgomery County*

On January 24, 2018, the Government Operations and Fiscal Policy (GO) Committee will convene a follow up worksession on Office of Legislative Oversight Report 2017-12, *Federal Grant Administration in Montgomery County*. Lenny Moore, Controller, Department of Finance, and Jelani Newton, Operating Budget Manager, Office of Management and Budget, are expected to represent the Executive Branch at the worksession.

Follow Up on Federal Grant Administration in Montgomery County

On September 14th, the GO Committee held a worksession on OLO Report 2017-12, *Federal Grant Administration in Montgomery County* (released July 25, 2017). The Council tasked OLO to examine whether Executive Branch departments and offices are pursuing federal grants effectively and to identify barriers in the grants process encountered by departments and offices that infrequently or do not pursue federal grants. OLO Report 2017-12 reviewed the County's internal grant review and approval processes, FY16 federal grant data, and department/office grant management practices. The OLO report also identified limited staff capacity and opportunities for collaboration as barriers in the grants process for departments/offices that infrequently or do not pursue federal grants.

After receiving a presentation of the report's findings from OLO staff and discussing the report with Executive branch staff, the Committee discussed opportunities to establish a central grants office in the County to address the barriers identified in the OLO report. To inform this discussion, GO Committee Chair, Councilmember Navarro, requested that the Executive Branch develop cost and staffing estimates required to establish a grants office in the County. Councilmember Navarro requested estimates for four options, detailed on the following page, based on central grants office/staff responsibilities and tasks. Of note, while the scope of the OLO report focused on federal grants, the scope of a central grants office could be expanded to include state and private organization grants.

Table 1. Proposed Central Grant Office/Staff Responsibilities

| Option | Proposed Office/Staff Responsibilities |
|-----------|--|
| Option A* | <ul style="list-style-type: none"> • Provide assistance to Executive Branch departments and offices that infrequently or do not apply for and manage grants including: <ul style="list-style-type: none"> ○ researching grant opportunities; ○ completing applications; ○ establishing timeframes and deadlines; and ○ managing the internal review and approval process • Distribute a “funding alert” to department and offices to notify of upcoming federal, state, and private grant opportunities • Track grant data, including number of grants applied for and received, dollar value, and funding agency or organization |
| Option B* | <ul style="list-style-type: none"> • Conduct same activities as Option A, but for nonprofit organizations in addition to Executive Branch departments and offices • Additional activities include: <ul style="list-style-type: none"> ○ Establishing collaborative partnerships with nonprofit organizations; ○ Identify opportunities to collaborate with Executive Branch departments and offices on grants; and ○ Assist nonprofits with researching grant opportunities and writing applications |
| Option C | <ul style="list-style-type: none"> • Conduct same activities as Options A and/or B, but provide grant training to County department and office staff and nonprofit organizations |
| Option D | <ul style="list-style-type: none"> • Conduct same activities as Options A, B, and/or C, but provide central management of the County’s (County Council and County Executive) Community Grant processes and activities. |

*Option A and B were addressed as discussion issues in OLO Report 2017-12.

Chief Administrative Officer, Timothy Firestine, provided the Executive Branch response to Councilmember Navarro’s request on November 14, 2017. The complete memo begins on ©1. In summary, the Executive Branch concludes that the current, decentralized grants process is an effective way to manage federal grant opportunities. Additionally, the Executive Branch indicates that the Department of Finance is planning quarterly meetings involving key department grant managers to ensure proper grant compliance and financial reporting. OMB will participate in these meetings and the scope could be expanded to include mentoring or training for smaller departments. OLO notes that the Executive Branch memo did not include cost or staffing estimates for the four proposed options outlined above.

The September 14th worksession packet including the Executive Summary from OLO Report 2017-12 are attached beginning at ©3. Councilmembers are asked to bring copies of OLO Report 2017-12 to the worksession for reference. OLO Report 2017-12 is also accessible on-line at www.montgomertcountymd.gov/olo.

Background

OLO Report 2017-12 found that County departments/offices pursue federal grants when there is staff capacity, the grant aligns with mission and program priorities, and the grant is feasible in terms of cost. However, OLO found that a department/office's knowledge and likelihood of pursuing grants are directly related to the frequency by which the department/office applies for grants. Further, variances in a department/office's capacity to manage grants (e.g., available staff or number of a relevant grant opportunities) directly effects the number, type, and dollar value of federal grants pursued.

OLO interviewed staff in Executive Branch departments/offices that frequently apply for and manage grants. OLO found that these departments/offices typically have large grant portfolios and receive dedicated, recurring grant awards. As such, these departments/offices utilize a single point of contact to manage the grant process. Staff noted that utilizing a single point of contact for grants increases capacity to pursue grants by reducing burden on program staff to manage the process. OLO found that these departments/offices are maximizing available federal grant opportunities and are organized effectively to manage the grant process efficiently and successfully.

Comparatively, OLO interviewed staff in Executive Branch departments/offices that infrequently pursue federal grants. OLO found that these departments/offices typically manage smaller grant portfolios and apply for grants as needs arise. As such, these departments/offices rely on program staff to manage the grant process. Staff noted that reliance on program staff to manage grants, in addition to regular job duties, decreases capacity to search and apply for new grants and to navigate the grant process efficiently. Similarly, staff in departments/offices that do not pursue federal grant opportunities report insufficient staff capacity, limited experience, and lack of available grant opportunities as primary barriers to entering the grant process. As such, staff reported that departments/offices that infrequently or do not pursue federal grants may be missing out on grant opportunities.

OLO Report 2017-12 identified two opportunities to address these barriers. First, increasing staff collaboration to reduce the burden of managing the grant application, implementation, and oversight processes. Second, establishing formal grants network or central grants office to reduce burden on program staff to manage the grants process. The OLO report summarized the role of central grants offices and highlighted grants offices in local jurisdictions. Of note, a central grants office can serve as a resource to assist departments/offices with the entire grants process, foster collaborative relationships with internal and external partners, and increase knowledge of private organization grants. An excerpt from OLO Report 2017-12 on central grants offices can be found at ©10.

As part of OLO Report 2017-12, OLO offered several recommended discussion issues for Council consideration that included:

- Benefit and drawbacks of creating a grants database;
- Opportunities to create a central grants office or formal network;
- Opportunities to research and apply for private organization grants;
- Opportunities to streamline internal review and approval process; and
- Evaluate procurement and HR process for grants with short award periods.



Community Grants Process Vision & Strategy FY21 – FY24

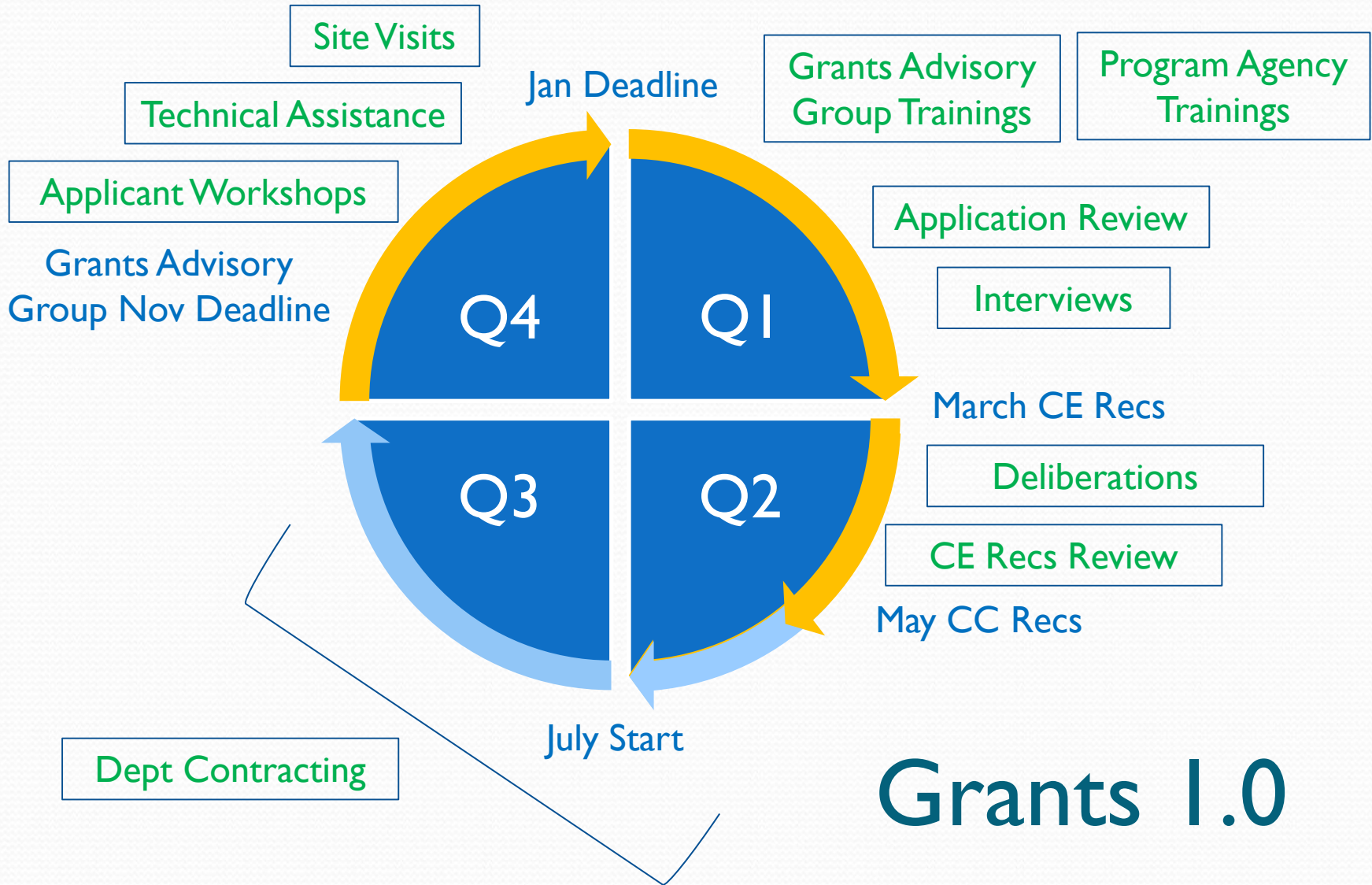


July 18, 2019
GO/HHS Worksession



Today's Goals

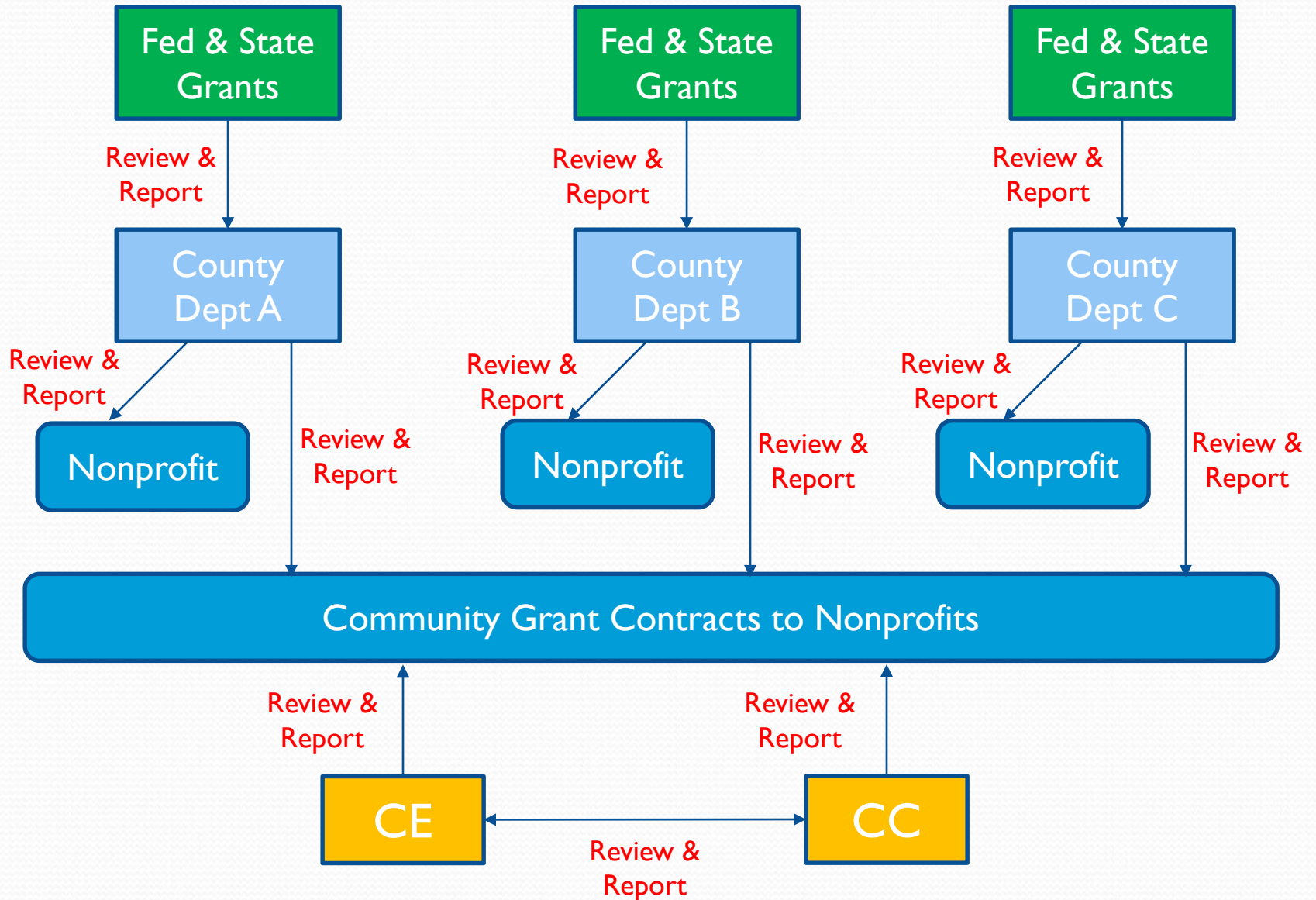
- Discuss a vision and strategy to improve the Community Grants process.
- Review current process and present centralized grants office concept.
- Determine actions and timeline for FY21.



Grants 1.0

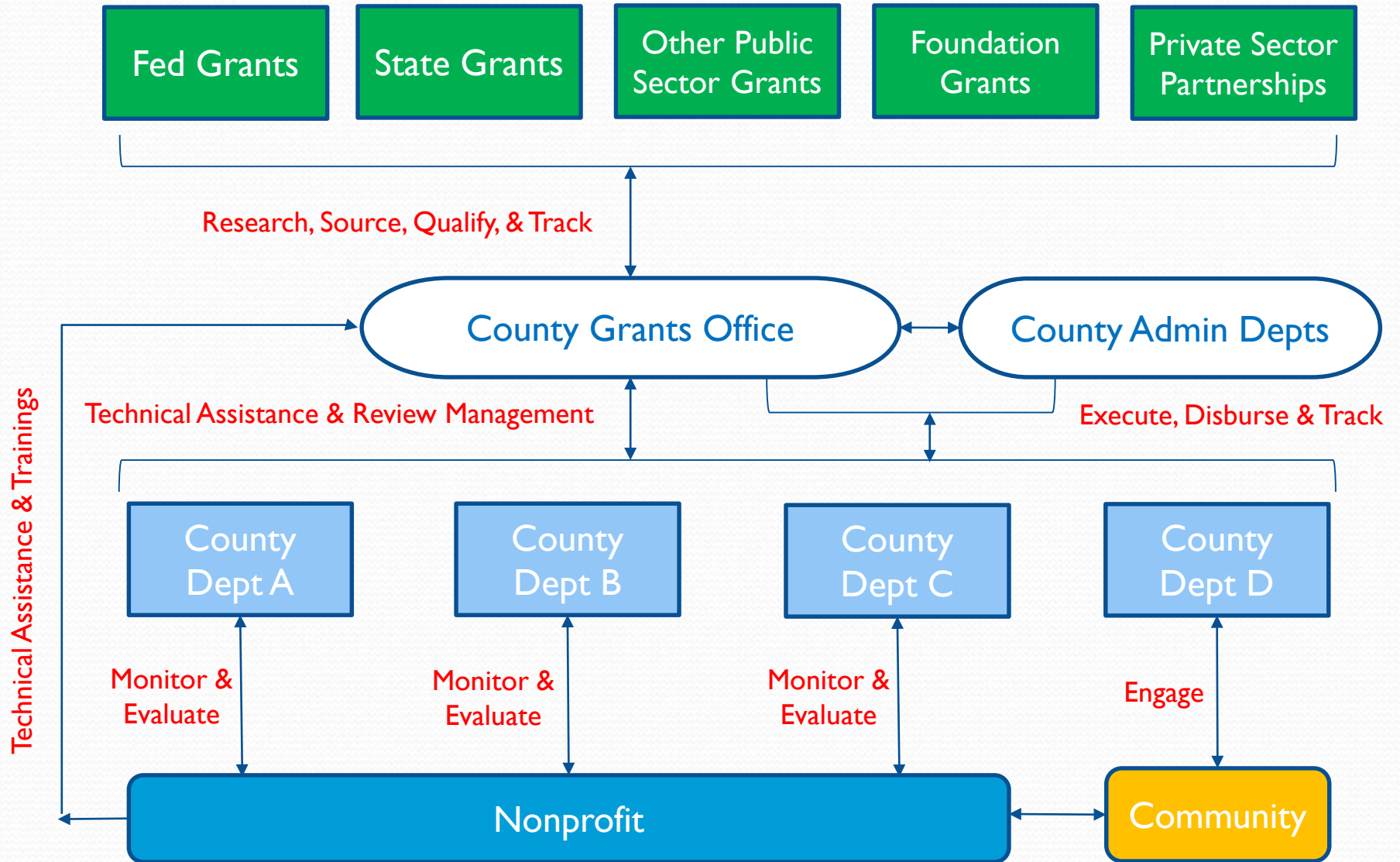


Grants I.0



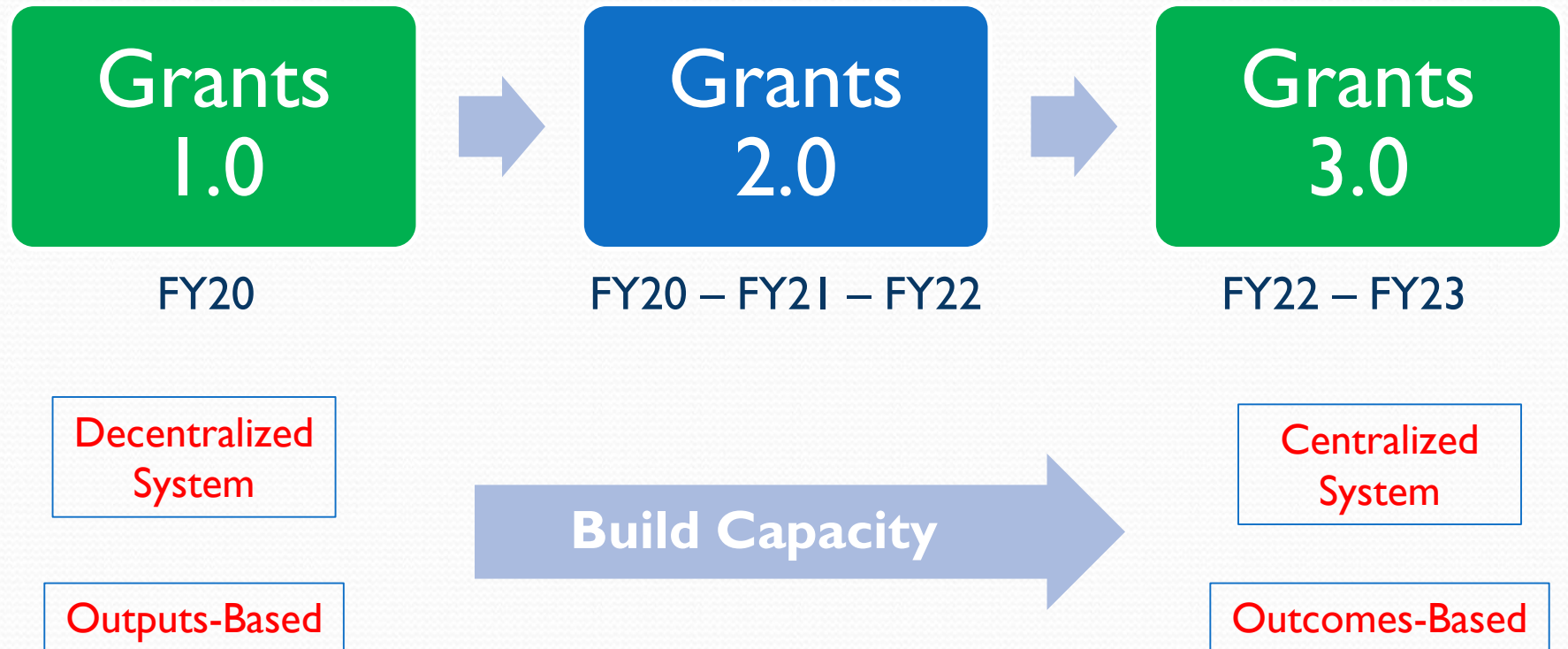


Grants 3.0



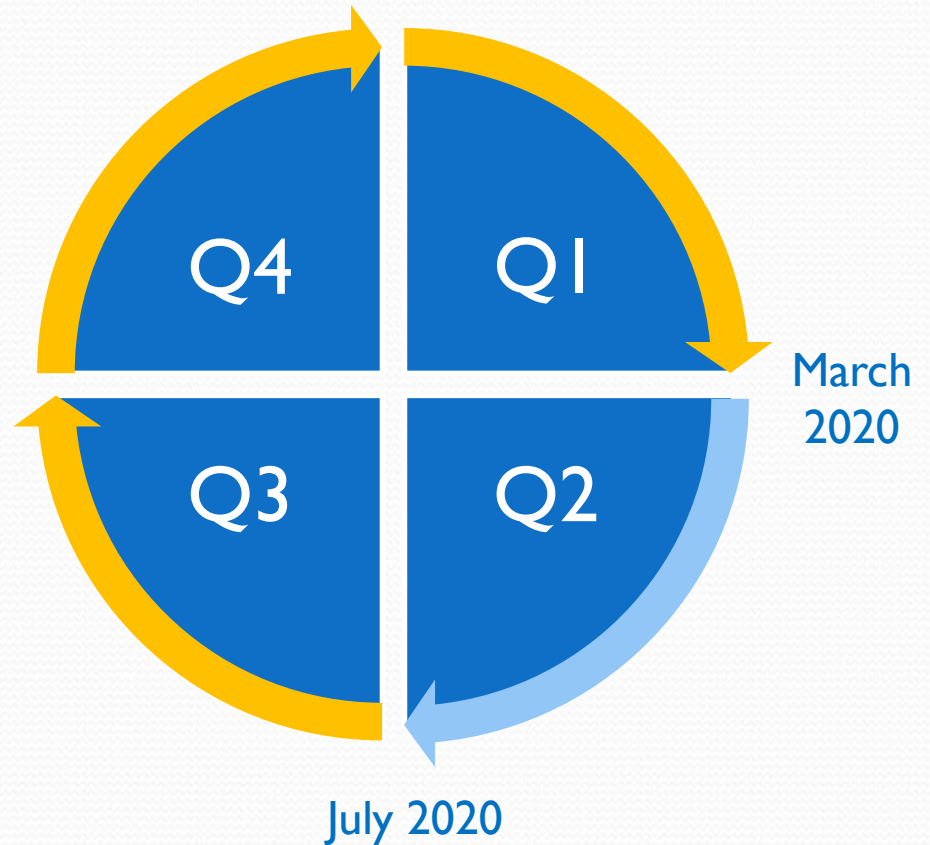


How do we get there?





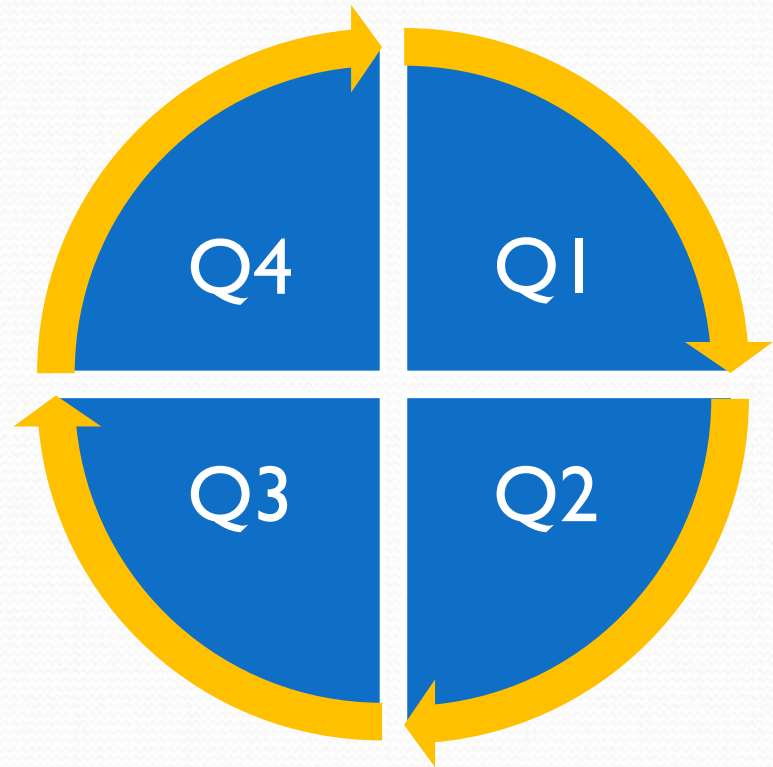
- Review legacy community grants to enter multi-year service delivery contracts.
- Follow existing department budget review from Sept 2019 to March 2020 with July 1, 2020 contract start date.
- Include a set Community Grants funding level in the CE FY21 recommended budget w/ County priority areas.
- Begin Grants Office planning.



Grants 2.0



- Execute year-round competitive grants process for priority area.
- New organizations and programs enter into 1-year contract.
- Rolling contract start date starting Sept/Oct 2020.
- Finalize Grants Office structure and staffing to launch July 2021.



July 2021

Grants 2.0



Today's Goals

- ✓ Discuss a vision and strategy to improve the Community Grants process.
- ✓ Review current process and present centralized grants office concept.
- Determine actions and timeline for FY21.



Operationalize

- Collaborate with CAO, OMB, Procurement & Depts to shift legacy community grants to multi-year contracts [Aug – Sept 2019]
- Determine competitive grants timeline & begin nonprofit community engagement [Sept – Oct 2019]
- Reconvene GO/HHS Worksession #2 for progress update [Oct 24, 2019]



THANK YOU

Councilmembers & Council Staff
County Executive – CE, CAO, OMB

County Residents

Department Heads & Contract Monitors

Ethics Commission

Grants Advisory Group

Health and Human Services

Inspector General

Interagency Commission on
Homelessness

Montgomery Cares Advisory Board

Montgomery County Food Council

Nonprofit Community Partners

Office of Legislative Oversight

Racial Equity

Worksource Montgomery