

Maryland Council on Innovation and Impact

December 3, 2025

2:00 PM - 3:00 PM

Virtual

Meeting Minutes

Members in Attendance:

- Jonny Dorsey, *Chair; Acting Secretary of the Department of Service & Civic Innovation and Senior Advisor to the Governor*
- Lisa Lawson, *Honorary Co-Chair; President and Chief Executive Officer, Annie E. Casey Foundation*
- Mark Lerner, *Honorary Co-Chair; Board Member, Baltimore's Promise*
- Rachel Garbow Monroe, *Honorary Co-Chair; President and CEO of the Weinberg Foundation*
- Beth Blauer, *Associate Vice Provost for Public Sector Innovation, Johns Hopkins University*
- David Daniels, *President and CEO, Bainum Family Foundation*
- Matt Gallagher, *President and CEO, Goldseker Foundation*
- Don Gips, *Strategic Counselor and CEO Emeritus, Skoll Foundation*
- Jan Rivitz, *President and CEO, Aaron Straus and Lillie Straus Foundation*
- Rafael Lopez, *Secretary, Department of Human Services*
- Carmel Martin, *Special Secretary, Governor's Office for Children and Senior Advisor to the Governor for Policy*
- Betsy Tolentino, *Secretary, Department of Juvenile Services*

I. Welcome, Call to Order, and Opening Remarks

Chair Dorsey called the meeting to order and welcomed participants. He noted that the previous meeting had been taken down due to the federal government shutdown and remarked on the high volume of recent activity, particularly related to artificial intelligence initiatives and new partnerships. He highlighted recently announced collaborations with **Anthropic**, **The Rockefeller Foundation**, and **Percepta** and the continuing advancement of the **ENOUGH Initiative**.

II. Update and Discussion: Maryland Benefits Modernization Updates

Pat McLoughlin, Executive Director of Maryland Benefits, provided an update on Maryland's efforts to modernize benefits delivery through a human-centered, customer-centric approach serving nearly 2 million residents. The initiative brings together the Governor's Office, DHS, MDH, DoIT, and other partners to replace historically siloed systems with a shared, integrated infrastructure that gives caseworkers

and customers a single point of access across agencies. Maryland Benefits is serving as system integrator, supported by in-house product development, product management, and operations teams, enabling more agile service delivery. As part of this work, multiple applications have been consolidated into a unified experience, reducing application completion time from roughly 70 minutes to 28 minutes, with continued refinements underway.

Technology and data integration are key drivers of the modernization effort. Strategic use of AI—including a generative AI chatbot—supports document processing, analytics, policy decision-making, and system navigation for staff. Data-matching partnerships with MSDE and MDH are reducing administrative burden on families, while a Benefits Screener tool allows residents to explore eligibility for programs such as SNAP, Medicaid, and TANF. The Council also discussed expanding access through cities and counties as frontline partners and deploying tools in ENOUGH communities with targeted outreach through community school coordinators. Impact is being measured through quantitative data, customer and staff feedback, call center insights, and ongoing operational improvements informed by iterative learning.

III. Spotlight: ENOUGH Initiative

Carmel Martin, Special Secretary of the Governor’s Office for Children, shared an update on the ENOUGH Initiative, Maryland’s place-based strategy to address child poverty through collective, community-driven action. The initiative empowers grantees to design and implement local solutions informed by data and best practices, with the greatest concentration of awards in Baltimore City. To date, 27 awards support 81 programs, with 244 progress measures tracked through community action plans and interim indicators to guide long-term outcomes. ENOUGH grants are intentionally modest to build local capacity and help communities leverage larger funding streams; early results show communities have secured approximately \$20 million in additional resources, exceeding the program’s initial \$15 million investment. In some jurisdictions, “tiger teams” have been convened to align nonprofits, state agencies, and other partners around priorities such as housing, childcare, and neighborhood development.

Rafi Rone, Senior Fellow in the Governor’s Office, introduced the ENOUGH Community Support Fund (ECSF), a donor-managed fund designed to provide flexible operating, capital, and programmatic support that complements public and philanthropic investments in ENOUGH communities. Cherry Hill was highlighted as an example, with major capital projects underway amid significant income disparities. Rone encouraged Council members to support ECSF by leveraging their networks, expertise, and influence to grow the fund’s impact. Council members echoed strong philanthropic interest in place-based initiatives and emphasized the importance of trust and accountability in attracting broader and sustained support.

IV. Closing Remarks and Adjourn

Chair Dorsey concluded the meeting.