



## General Board Meeting

April 13, 2021

5:30 p.m. to 6:45 p.m.

Location: Zoom, meeting ID 88456450486

## AGENDA

- |  |              |
|--|--------------|
| A. Mission Moment, A Year Later – Stacey Brown                     | 5:30-5:40 pm |
| B. Welcome – Sally Bauer   | 5:40-5:50 pm |
| 1. Leadership Fy22 Update  |              |
| C. Approval of Consent Agenda – Sally Bauer                        | 5:50-5:55 pm |
| 1. Approval of Minutes from January 19, 2021 Annual Board Meeting  |              |
| 2. Approval of Executive Committee Minutes & Financials            |              |
| D. Sip & Savor – Revel In Community – Steve Shaw & Kelley Harrison | 5:55-6:10 pm |
| E. Executive Director's Report – Stacey Brown & Mary Francioli     | 6:10-6:20 pm |
| 1. Program Status Report   |              |
| 2. Prevent Child Abuse America Re-Chartering                       |              |
| 3. Child Abuse Prevention Month                                    |              |
| F. Finance & Facilities Report – Chris Johnson                     | 6:20-6:30 pm |
| 1. Third Quarter results & Projections                             |              |
| 2. Loan Update   |              |
| G. FY22 Strategic Plan – Stacey Brown & Mary Francioli             | 6:30-6:40 pm |
| H. Open Discussion – Sally Bauer                                   | 6:40-6:45 pm |
| 1. Closing the fundraising gap                                     |              |
| 2. Board Section of the Web Site                                   |              |
| 3. June Board Meeting  |              |
| I. Closed Session – Sally Bauer                                    | 6:45-7:00 pm |
| J. Adjournment   | 7:00 pm      |

## **SAVE THE DATE!!**

**Tuesday, June 2, 2020 – Annual Board Meeting, TBD**

**Monday, June 21 – Wednesday, June 23 – Prevent Child Abuse America Visit**

**Saturday, October 9, 2021 at 5:30 pm – Sip & Savor – Revel in Community**



**Annual Board Meeting Minutes**  
**January 19, 2021**  
 Location: Zoom

**MEMBERS PRESENT:** Jeanne Aarsand, Sally Bauer, Paul Cooper, Doug Brinkley, Brad Downs, Stephanie Adler, Peter Fillat, Kyle Gore, Charlene Hayes, Adrian Johnson, Chris Johnson, Sarah Kahl, Pat Kirk, Gary Marino, Tom McDonald, Hunter McIntyre, Stephanie McCormick, Mike Medinger, John Meyerhoff, Andrew Michael, Sean Murphy, Tom Peltier, Linda Robeson, Scott Robinson, Charles Roebuck, Ann Rosenberg, Steve Shaw, Betsy Sherman, Josh Slater, Lois Shofer, Xandy Waesche, Sarah Sheckells, Brian Weatherford, Sarah Woods, Stefanie Woodhouse, Liz Wurster

**MEMBERS EXCUSED:** Tom Hauser, Dennis Graul, Ellen Macks, Erik Nachbahr

**STAFF PRESENT:** Pat Cronin, Mary Francioli, Stacey Brown, Allie Cook, Connie Anderton, Kelley Harrison, Phil Saracino

## AGENDA

- I. Legislative Update, Governor's Legislative Officer Andrew Cassilly
- II. Welcome – Sally Bauer
  - A. Evening to Give Thanks
  - B. Report on the Holidays
- III. Approval of Consent Agenda – Sally Bauer
  - A. Approval of Minutes from October 20, 2020 Annual Board Meeting
  - B. Accept the Executive Committee Minutes & Financials
- IV. Approval of the Corporate Resolution – Sally Bauer
- V. 30<sup>th</sup> Annual Great Chefs' Dinner – Sally Bauer
- VI. Executive Director's Report – Pat Cronin
  - A. Moving Families Forward Update
- VII. Executive Director's Search Update – Charlene Hayes
- VIII. Open Discussion – Sally Bauer
  - A. Build our Pipeline & Help Cultivate Supporters
  - B. Other business
- IX. Adjournment

### **SAVE THE DATE!!**

**Tuesday, April 13, 2023 - General Board Meeting, Zoom**

**Recorder:** Allie Cook

**ISSUE #1: Legislative Update, Governor's Legislative Officer Andrew Cassilly**  
**SUMMARY OF DISCUSSION:**

Pat Cronin welcomed everyone to the meeting and said happy new year. She invited Caitlyn McDoughnah to introduce a legislator. She thanked Caitlyn for all her work over the last ten years. She works with Harris Jones & Malone and since we have had a lobbyist working with us, Caitlyn is our main contact. We work with the full team at Harris Jones and Malone, but Caitlyn has worked really hard for our organization over the last decade. This session is different than anything we have seen in the past, she asked Caitlyn to join us for this meeting to let us know anything we needed to do. Caitlin introduced herself and introduced Delegate Andrew Cassilly. Delegate Cassilly is a senior advisor to Governor Hogan, he oversees a lot budget areas and has been on the COVID response team, which has been critical to health care and so much more. Prior to this, he represented Harford county in the general assembly. He was in the MD national guard and prior to that he was an educator. He will share now about what he know for this upcoming session.

Delegate Cassilly introduced himself and said it has been a long day but this board and our energy gave him a second wind. He brings us greetings from Gov. Hogan in Annapolis. The session is shaping up to be "the virtual unknown." Most of the session will be virtual, subcommittees, bill hearings, testimonies and even votes will be virtual. As they enter the second week, things are going better than expected. Last year, the floor sessions were live streamed on the house side but it didn't work well. This year is going a lot better, so far things are moving along. He would compare this session to virtual school. All of us would agree, better than nothing but not as good as the real thing. The lobbyist aren't allowed in the hallways, less time to speak with legislators, but we will make it through and come out stronger. This has allowed some more people to testify who cannot normally make it to Annapolis.

Delegate Cassilly spoke about the Governor's priorities. He has been focused on COVID-19 recovery both health and economic. He is trying to balance public health but keeping in mind not crushing our economy. This has been a really delicate balance. We need to be sure we can recover. This is the main focus and everything else will be second tear. This year we need to think about COVID response, but we still have the same issues that we always do: police, education etc. This year we have some new ones including racial inequality. Del. Cassilly knows that the finances are really on our minds, he announced that the governor said that the budget will be released tomorrow.

Generally, the budget analysis takes into account the worst case sinario. We were active early and took early measures, this allowed us to continue moving forward with only a 50% shut down, not full100% lock down. This in addition to federal stimulus coming in (\$29 billion) really helps us when it comes into moving forward. This will go towards services like nonprofits, child care and to mental health. We were looking at dramatic cuts because we need to balance the budget. We no longer need to do this because of this new money from the federal government. There is potential for additional federal support stimulus coming from Biden administration. We have done well for where we could, and the future looks much brighter than we have anticipated.

Deligate Cassilly opened the floor for questions: Sally asked about the 254 million to underserved population and child care. How do we go about requesting these funds? How do we get noticed when we apply for that grant? Del Cassilly said we need to check in with the website to check new grants becoming available. As far as getting noticed, Sally mentioned we normally come down to Annapolis to meet with legislators. Cassilly said to

write letters, send correspondence. Set virtual meetings up with Delegates, he had a meeting with the Helping Up mission. They had a fundraiser video, had a lot of people who use the services in the video, they also asked the governor to be a part of the video, but he was too busy and Cassilly took this on. This was great to then share with other delegates to inform them of what services they offer at The Helping Up Mission. He said the most important thing is to set up meetings. Pat said we have videos so we need to send these out to delegates. Charles Roebuck said that he has been frustrated because we save tax payers money when we help our families, and we are fighting for \$50K. There is a huge disconnect for him, so he was hoping that he can explain. Cassilly said those numbers often take a lot of time to show up. One thing recently brought up that our current correctional facilities, if you lower the number of people in there, we can save money by offering better services. One thing in the budget will be \$10 million to add onto correctional services. Caitlyn can help us look into securing grants, but also other additions from legislation that will increase these programs. We will really need to focus on these things in the next session because right now we are surviving on Federal Stimulus. Pat Cronin Thanked him and Caitlyn for joining. Caitlyn said she will also do an analysis on how services can help us and other populations we serve.

## **ISSUE #2: Welcome**

### **SUMMARY OF DISCUSSION:**

Sally thanked everyone for joining. Allie did a quick roll call. Sally said it is hard to believe that we are halfway through our fiscal year. We are so thankful for all the board members for the support and a special thank you to our staff who have really kept the team moving. Sally will start by talking about how successful Evening to Give Thanks was! The feedback was amazing, people were so thankful for us thanking them. They were thankful for the hand delivery; we received some nice donations from this event. Another Thank you to Jeanne Aarsand for starting the event and filling in for her during the event. Sally stressed that you really can't thank people enough. You should thank someone 7 times, a handwritten note can really help. It goes a long way. Donors get a note from Mary, Pat, or Connie, but getting a handwritten note, phone call or face to face from a board member really helps. Jeanne said that she thinks it gets better every year. We were worried this year could not get better, but it really did! We had over 100 people join us for the event this year.

This was our first virtual Holiday Shop. Sally thanked everyone for participating. Xandy baked cookies and delivered them along with toys, Mary worked with a fitness group, Kyle worked with his company. It was a group effort like everything we do. A very big thank you to Lindsay! We served 100 families and 265 children. She set up the library beautifully and set up zoom calls for parents to pick out their own gifts. The parents made appointments, and all of them showed up. They were so grateful for the gifts. Sally asked Stacey to share a story about a family we served.

Stacey Brown spoke about how we were able to get things done! Lindsay was so great getting creative to make sure the shop ran smoothly. She tried to create a joyful time. We had a family who participated in Family Connects Maryland, they completed the short program the month before. Then recently, this family had a fire in the house and contacted our lead nurse, Ashley. She asked for resources and help, Ashley connected them to the Holiday Shop, but she needed much more. Ashley was able to coordinate with other departments to help provide them with cribs, diapers, milk. It added up to three truck loads

to provide this family with everything they needed. Sally thanked Stacey for the story. Sally also thank Santa Claus Roebuck for joining the staff party!

### **ISSUE #3: Approval of Consent Agenda**

#### **SUMMARY OF DISCUSSION:**

Sally asked for an approval of minutes from the October board meeting? Any questions on he minutes? Moved to approve? Brian Weatherford moved, Charlene Hayes seconded. Sally also asked for an executive committee meeting approve, Gary Marino moved, Charlene Hayes seconded.

### **ISSUE #4: Approval of the Corporate Resolution**

#### **SUMMARY OF DISCUSSION:**

Sally asked the group to look at page 16. Motion to approve? Charlene Hayes moved to approve and John Meyerhoff Seconded. It was approved.

Pat also thanked the board for donating Champagne to the staff and Charles for delivering.

### **ISSUE #5: 30<sup>th</sup> Annual Great Chefs' Dinner**

#### **SUMMARY OF DISCUSSION:**

We have thought about this hard. We spoke with the Executive Committee and came to a decision that we will not be able to have the 30<sup>th</sup> Great Chefs' dinner this spring. We tried to move it to May and then September, but it was still possible this could be cancelled. Steve Shaw and others suggested another event in September, if people do not want to come, they won't. This will be a good time to thank Pat, welcome the new Executive Director, and thank the donors. Sally thanked the Executive Committee for putting so much thought into this. We will be looking for help from the full board. Mary said that the most important thing is that we did not want the 30<sup>th</sup> to be virtual, it is a huge celebration, and we could not risk-taking advantage of that. We will still have fundraising to do because we need to make up that money. What we raise from Great Chefs' is such a big part of our budget. Mary said if you are interested in helping us strategize on a call this week, please reach out. We need to send sponsorship letters out soon so some of our money can be booked this fiscal year.

Hunter wanted to confirm, no Great Chefs' in spring, another event in September. Some of the September event will help make up the Great Chefs money. Mary said it will be hard to raise all the money, but hopefully it can help close the gap a bit. In September, we plan to celebrate resilience and hopefully the end of COVID, maybe include some live music. The goal is that we need to preserve the name of the 30<sup>th</sup>. Sally asked Steve if he wants to add anything, he just thinks it is a great idea. We still get to raise money in 2021 and hopefully have a successful dinner in spring of 2022 and they are far enough apart that people can give to both. Change is good, we might learn something! Xandy said that she spoke with Ellen Dame about what would happen if we could not have an event, she did not want to do the event if we could not do it right. Tom Peltier said that a major goal of this is to capture the cooperate money that we might not get if we do not have an actual event. Mary said that the more in advance we can get this planned the better. Jeanne said we have spoken about a smaller money event for years. We think that a lot of our funders will support us in this endeavor. Gary Marino asked if we would try to get BOB sponsors to

transition, but Mary said most of them transitioned to lace up. We will have two events in our fiscal year, but it is two calendar years. Mary will be reaching out to confirm that the three-year asks are still okay for the event. We received an email from a long-time donor committing to the same level for whatever we do.

Sally said that before she turns it over to Pat, she wants to talk about. Our second PPP loan went out today. We applied for \$575K. We are hoping to have our first loan forgiven. Thanks to Phyllis, Phil and Andrew Michael for getting this moving. Sally wanted to tell the board that we have raised \$50,000 with the board solicited letters. This shows that people are still giving, the world did not stop due to COVID. Participation is good and people are helpful.

## **ISSUE #6: Executive Director's Report**

### **SUMMARY OF DISCUSSION:**

Pat spoke about the legislative priorities for the year. We know will again be supporting the Statute of limitations Bill. Charles and a few other board presidents have been involved trying to get this bill passed. Stacey Brown is on a committee to work towards getting this passed.

The financials for the first 6 months are in the packet, our cash is not as bad as we thought, but we can tell it will be in the summer. Typically, mid-year we take stock about what we are doing. Pat wanted to highlight a few things. We are really pleased that we have already served about 21,000 this year. We are serving people differently, our programs are operating much like what we are doing now, virtually. Everything other than KCP is virtual. We are working on an effort called opportunity exchange with our BCCCRC program. We are trying to build child care centers and family child care in order to try and build financial capacity. They did not know how to apply form PPP loan, or couldn't get support from COVID response money. Family Connects is now in its 4<sup>th</sup> year. We were funded by MDSE for two years to serve Baltimore County Families. We have done about 126 home visits. This is a bit harder because we cannot enroll mothers right at bedside. We now have a medical director who works 3-5 hours a week to provide medical support to the nurses. We now have 5 nurses. We completed our accreditation for Healthy Families. Family Ed had trouble getting referrals, but they picked up in the summer months, but we are trying to connect with people in other ways. Allie has really been helpful on social media. We have reached over 3,000 with blogs over the last year. Allie will report to Marketing on all of our other metrics. The other big partnerships are Healing City Baltimore, where we are trying to make Baltimore trauma informed to help us heal as a city. The state council and TFT co-chair MD essentials for Childhood, this is how ACE Interface came about. A focus the CDC has is raising awareness and promoting action. They think if people really understand childhood trauma, they will want to build community resilience.

Pat pointed out Race in America, something that really helps put into perspective this video really helps explain what is going on.

Pat knows that we need to focus on Advocacy more. We knew that when we split communications and advocacy, we were going to have trouble. When the session is in, we need someone to be in Annapolis full time. We need to really think long and hard about advocacy and what we want to do as a board.

Pat asked if anyone had any questions. Sally turned it over to Charlene.

## **ISSUE #7: Executive Director's Search Update**

### **SUMMARY OF DISCUSSION:**

Charlene reported that the Kittleman Executive Search firm will be helping us find our next Executive Director or CEO. Sally and Charlene met with the lead consultant at Kittleman. We made decisions about the size of the committee, about 7 people, first meeting will hopefully be on January 29<sup>th</sup>. In that meeting we will be working on the job description. Amy Smith and Tory will reach out to board, staff and other community members to start the conversation about what would make the next person successful at TFT. What do they need to know and understand about TFT and our relationship with the community and the state of Maryland. Charlene said we are a little off our timeline, but she built in some extra time to be cautious. The process will be inclusive, search committee will be small but we will allow others to be engaged. We need to provide the consultants with as much info as possible. They want the process to be completely transparent. They are going to speak with staff members, they will talk with Pat, Mary and Stacey. They will make it clear that this job is open to everyone. Sally spoke with someone who lost their job at a healthcare facility who was interested in applying. Sally said the board can apply and can suggest people to apply. Sally is really pleased with what the firm has done so far. Mary added that we have not made this public to the donors, we will work on a marketing plan for this. Kittleman will give us the info we need to share with others. PCA America will also want to share what we share. This is probably one of the most important transitions that TFT has ever gone through. Pat has done so much for this organization. Charlene said that she feels really good about the plan this group has come up with. She will be digging into the group to find out what we really need. Kittleman plans to hold a townhall and invite anyone who wants to join.

## **ISSUE #7: Open Discussion**

### **SUMMARY OF DISCUSSION:**

Sally said she knows we ask a lot from people, but we are going to continue to ask you to share info about TFT with your networks. We have really expanded our roots throughout Maryland and it is really thanks to our board. This fall event is a huge cultivation event. This is for people that won't spend \$1,000 a ticket. This will be a great introduction event. John Meyerhoff has agreed to move to co-chair the 30th Great Chefs' event. John thinks most sponsors will stick with us, and that the event in the fall will pull in the corporations who are on a calendar year and would not support otherwise. Jeanne said that the Newhall's are still excited, but the energy seems to be behind this fall event instead of the GC 30<sup>th</sup>. We will have their support on both. Sally asked if anyone had anything to add. Doug Brinkley said that the executive committee had a great productive meeting and came up great solutions in a hard environment. Steve Shaw said we have a powerful, connected board, we are going to need everyone to step up and do something. Connecting us with donors, new board members, others who want to volunteer. Everyone needs to do one thing in the next month or two to help the organization get through this time.

Pat Cronin wanted to share an update about George Sherman. He is back in Florida with full time nursing, he can communicate in a limited way. Betsy is just happy to be home with him. It looks promising, and he should be able to attend the 30<sup>th</sup>!

Stephanie Adler wanted to thank Charlene and say how lucky we are to have someone with so much expertise to help guide us through this search. Charlene thanked Stephanie.

Tom Peltier wanted to give another thank you to The Family Tree staff, he is really impressed by the staff for being able to get these numbers. Sarah Woods added, the ability of the staff to pivot, be flexible, look for a fall event. Adding all of these pieces together to be successful. Gary Marino said that he wished the Ravens would have had as many moves as the The Family Tree staff does. He said he admires the staff so much for all of the work. We are lucky! Sally wants to make this an open conversation, so asked if anyone else wants to say something. Brad said let's take it easy on the Ravens! Brad said that going through the acceptance of change and the changes with cooperate giving. Steph said we need to ask sooner rather than later. She also was thankful to the staff, especially Lindsay for her work on the Holiday Shop. Stefanie woodhouse said corporate sponsorships are locked in. They are set to sponsor TFT, whatever the event is, they will stick with it.

Sally spoke about how maybe Hunter can work to bring in some new people to the fall event, maybe young people for Next Gen. We were making really good progress before the pandemic, to echo Steve, we need everyone to help. Some young people can be board members, or donors, we need to keep thinking about young people. They might not be able to give a lot in 2021, but in 5 years they can be. We will still push on this and hope to make progress this summer.

Sally thanked everyone for joining. Meeting adjourned at 6:59pm.





# The Family Tree

Raising families up.

## Executive Committee

Tuesday, March 30, 2021 12:00 p.m. – 1:30 p.m.

### MINUTES

**MEMBERS PRESENT:** Stephanie Adler, Gary Marino, Sally Bauer, Tom McDonald, Jeanne Aarsand, Sarah Woods, Stephanie Woodhouse, Chris Johnson, Charles M. Roebuck, Stephanie McCormick, Charlene Hayes

**MEMBERS EXCUSED:** Sally Bauer, Tom Hauser, Steve Shaw, Kyle Gore, John Meyerhoff, Tom Peltier

**STAFF PRESENT:** Pat Cronin, Mary Francioli, Stacey Brown, Jennifer Wolff, Phil Saracino, Kelley Harrison

### AGENDA OVERVIEW:

*TFT leads Maryland in preventing child abuse, connects caring communities and builds strong families to improve society for generations to come.*

- |      |  |                  |
|------|--|------------------|
| I.   | Mission Moment – Stacey Brown                              | 12:00 -12:05 pm  |
| II.  | Approval of January 12 <sup>th</sup> Minutes – Sally Bauer | 12:05 – 12:10 pm |
| III. | President's Report – Sally Bauer                           | 12:10 -12:20 pm  |
|      | A. A year in the Pandemic                                  |                  |
|      | B. FY22 Leadership   |                  |
|      | C. Prevent Child Abuse America Re-chartering               |                  |
| IV.  | Executive Director Search – Sally Bauer & Charlene Hayes   | 12:20 -12:30 pm  |
| V.   | Finance & Facilities Committee – Chris Johnson             | 12:30 – 12:40 pm |
| IV.  | Closing the Fundraising Gap – Mary Francioli               | 12:40 – 12:50 pm |
| V.   | Sip & Savor, Revel in Community –Kelley Harrison           | 12:50 – 1:00 pm  |
| VI.  | FY22 Strategic Plan – Sally Bauer & Pat Cronin             | 1:00 – 1:10 pm   |
|      | A. Priorities  |                  |
|      | B. 3 Year Ask to the Board                                 |                  |
| VII. | Closed Session – Sally Bauer                               | 1:10 pm          |

### SAVE THE DATE!!

**General Board Meeting** – Tuesday, April 13, 2021 @ 5:30-7:00 pm  
**Prevent Child Abuse America Re-Chartering Visit** – Monday, June 21-Wednesday, June 23, 9am-Noon  
**Sip and Savor at Sagamore** – Saturday, October 9, 2021, 5:30 pm

**Recorder:** Jennifer Wolff

**Executive Committee Minutes**

March 30, 2021

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**ISSUE #1 – Welcome****SUMMARY OF DISCUSSION:**

Pat announced that Sally Bauer was out sick today and that Charlene Hayes would be hosting our meeting today.

**ISSUE #2 –Mission Moment**

**SUMMARY OF DISCUSSION:** Stacey Brown announced that we are progressing in getting back to normal services (pre-pandemic). In fact, we will soon provide in person parenting classes next month. In addition, we are also looking into ways we can broaden our services to assist families with disabilities. There are several organizations that we are interested in partnering with to help us provide a full package to the families we serve.

**ISSUE #3: Approval of January 12<sup>th</sup> Minutes**

**SUMMARY OF DISCUSSION:** Minutes were approved as submitted.

**ISSUE #4: President’s Report**

**SUMMARY OF DISCUSSION:** Charlene reported on the following:

- a. A Year in the Pandemic: As society becomes more relaxed from Covid fatigue, Covid cases are increasing. Charlene acknowledged all the hard work The Family Tree staff has done to provide the best virtual services possible as well as keeping environments safe for our in-person services.
- b. Nominating and Governance committee are working on filling leadership positions for FY22 – Executive Leadership under Tom Peltier’s presidency, Committee Chairs and Special Event Chairs. More details will be reported when we meet in May.
- c. Updates to Website: Mary Francioli shared her screen to show the new Board Only section of the website. Board members may now log into the website and be able to pull any reference materials and committee packets.
- d. Annual Meeting: Charlene reminded the group of our Annual Meeting on June 1<sup>st</sup>. She asked the committee to think about whether we would like to do this meeting safely in person or virtually.
- e. Prevent Child Abuse America Re-charting Visit: Pat announced that we will be visited virtually from PCAA June 21-23<sup>rd</sup>. The visit Agenda was provided in the packet.
- f. Pat reminded the committee that April was Child Abuse Prevention Month. We will be promoting PCAA’s campaign. April 1 is Wear Blue Day and Pat encouraged everyone to take a picture wearing blue and send it to Allie.

**ISSUE #5: Finance & Facilities Committee Report**

**SUMMARY OF DISCUSSION:** Chris Johnson provided the following report:

- a. YTD Performance and FY 21 projections: Through February, the organization experienced an \$821,000 operating loss. This loss is not unusual in a non-pledge year. However, in most years we have the Great Chefs event in the last quarter of the year to help boost revenues. As a result of the Pandemic, the FY 21 event was postponed. However, in February we

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received notice from the SBA that our PPP loan # 1 of \$531,000 was forgiven, and therefore this will be treated as revenue in FY 21. After adding back released restricted revenues that were booked in previous years for FY 21, we are at a \$160,000 Net loss and project to be in that vicinity at year end. But Phil has an update on that projection.

- b. The Committee then reviewed a very strong Statement of Financial Position that includes almost \$1.9 million in cash and \$3.3 million in Investments. Total liabilities at the end of February are \$955,000 and includes proceeds from a successful application of PPP 2 (\$575,000).
- c. With receipt of PPP 2 the organization's cash positioning remains very strong at 2/28 with \$2,051,000 available for operations. It is equivalent to 201 days of operating cash on hand. Liquidity continues to be a non-issue.
- d. The committee then reviewed a snapshot of the portfolio's value, performance, and portfolio allocations at 2/28/21. The entire portfolio was up almost 2% in February and up 16.3% fiscal YTD. It is invested 74% in equities and 26% in Fixed Income in compliance with our investment policy statement. Furthermore, it is invested 53% in Actively Managed Funds versus 47% in Passively managed funds (Close to the 50-50 goal of the committee). At the CYTD, 1 Yr. and 3Yr marks our portfolio's performance net of fees underperformed the passively managed portfolio of our blended Policy allocation. However, at the 5yr mark we outperformed by 1.1%. (12.8% vs. 11.7%)
- e. The 990 has been sent by the auditors and is currently being reviewed by Management. It will be distributed to the BOD for approval soon.

### ISSUE #6: Closing the Fundraising Gap

#### SUMMARY OF DISCUSSION:

Mary Francioli reported that our PPP loans will help us with our funding shortfall from not having Great Chefs' this year. Where we will have a gap is in contributions. Please let us know if there are any prospects who you feel would support our work. At the same time, we will be reaching out to those who supported us in past year, but not this year. A special letter will be sent to them asking for their continued support. Mary will be in touch with some of you to discuss next steps.

Sip & Savor event: Kelly Harrison talked about the new event we are putting together later this Fall. This will not replace Great Chefs', just an opportunity to gather safely outside and revel in community, celebrate Pat's retirement and introduce the organization's new leader. The event will be held at Sagamore Farms, tents will be set up as well as high top tables, seating will be provided for larger donors. Susan & Steve Shaw, Becky & Ashton Newhall and Kim & Mohan Suntha are chairs of this event. We are not exactly sure of how many people we will be able to invite but as of right now we are thinking 300 people. Mary advised before we reach out to the public, we will be reaching out to all those who pledged to the FY21 GC dinner and ask them to move their support to the Fall event. Many of the board members commented on how exciting it is to have these powerhouse couples hosting the event!

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**ISSUE #7: FY22 Strategic Plan****SUMMARY OF DISCUSSION:** A PowerPoint Presentation was shown of our FY22 Strategic Plan.

- a. **Family Impact:** Pat reviewed the Family Impact section of our FY22 Strategic Plan. She reported we are trying to move away from our long running Parents Anonymous program and find a new parent support model. We feel that it no longer aligns with the work we are doing. We would also like for our call line responders to be certified in mental health. We recently did another ACE's cohort training of 25 people which Matila Sackor-Jones, Asst Director of Community Engagement, did a wonderful job facilitating. We are currently supporting a bill which would help childcare centers get back up on their feet after the pandemic. Nancy Pelton, Director of BCCCRC, is working with the MSDE on the Boost Program which will directly assist 25 centers in getting back up and running. Will have more details on this next meeting. We have reached out to several nearby universities to evaluate our Parenting Education program.
- b. **Community Impact:** Mary reported on our Community Impact Goal. We will harness technology to build an interactive, comprehensive education and support platform for all families. It would include focus groups, a secure e-learning platform, on-demand digital classes, and creating a client portal. Next we will develop and expand our content marketing and PR strategy but engaging a PR firm, launching season two of our live "Parenting Break," and launching email campaigns to segmented audiences. Finally, we will create community engagement campaigns to support families in a post-pandemic environment.
- c. **Societal Impact:** Pat thanked Charles Roebuck for all his assistance with Advocacy these past few years. We have been lucky enough to receive a modest amount of small grants to help since the start of the pandemic. Our plan for FY22 will be to build greater influence with advocacy partners, policy makers, and government officials. In addition, we will explore avenues to secure a designated fund for TFT.

In closing, Charlene asked if there are no more issues to discuss then board committee members only will convene for a closed session.



## Sip & Savor Fact Sheet

- DATE:** Saturday, October 9, 2021
- TIME:** 6 pm to 10 pm
- VENUE:** Sagamore Farms, Reisterstown, MD
- GOAL:** To revel in community and celebrate the resiliency we demonstrated throughout the pandemic. The event will focus on the future and how The Family Tree will respond to the critical needs of Maryland's families as they recover, regroup and restart. The event will also celebrate our retiring Executive Director and introduce the organization's new leader. A fun, safe evening time to connect, cultivate and celebrate.
- Net TBD to support The Family Tree's programs and services.
  - Raise money to support the Cronin Fund for Families
- CHAIRS:** Becky & Ashton Newhall, Susan & Steve Shaw, Kim & Mohan Suntha
- BUDGET:** TBD
- SPONSORSHIP:** Sponsorships range from \$100,000 to \$2,500.
- FORMAT:** A casual, outdoor event on the front & side lawns of the Sagamore House overlooking Worthington Valley, featuring various food stations, specialty drink bars, craft beer and wine. Highlighting musical entertainment on the expansive front porch. Casual seating, cocktail tables, and a built-in fire pit area will allow guests to enjoy the stunning ambience of the farm and views of the valley at sunset.
- MATERIALS:** Invitations, Event Signage
- BOARD/COMMITTEE MEMBER RESPONSIBILITY:**
- Personally, support the event
  - Help identify possible ticket buyers or sponsors



## Sponsorship Opportunities

### Presenting Sponsor **\$100,000**

- Please contact The Family Tree for detailed benefits.

### Cornerstone Sponsor **\$50,000**

*This sponsorship will provide 600 home visits to vulnerable mothers teaching them how to raise a healthy baby.*

- Opportunity to underwrite one of our specialty food or drink stations
- Receive 20 event tickets
- Reserved table for gathering with dedicated bar service
- Premier Recognition as a Cornerstone Sponsor at the event
- Your name or company logo will be featured on the invitation, event website, social media, event signage, thank you ads and our annual report.

### Reveler Sponsor **\$25,000**

*This sponsorship will provide 150 positive parenting sessions for at-risk mothers and fathers.*

- Receive 12 event tickets
- Reserved table for gathering
- Special Recognition as a Reveler Sponsor at the event
- Your name or company logo will be featured on the invitation, event website, social media, event signage, e-newsletter, thank you ads and our annual report.

### Connector Sponsor **\$10,000**

*This sponsorship will provide 170 family education sessions for children and their parents.*

- Receive 10 event tickets
- Reserved table for gathering
- Recognition as a Connector Sponsor at the event
- Your name or company logo will be featured on the invitation, event website, social media, event signage, e-newsletter, thank you ads and our annual report.

### Celebratory Sponsor **\$7,500**

*This sponsorship will provide weekly parent support groups for one year.*

- Receive 6 event tickets
- Recognition as a Celebratory Sponsor at the event
- Your name or company logo will be recognized on the invitation, event website, social media, event signage, e-newsletter, thank you ads and our annual report.

### Merrymaker Sponsor **\$5,000**

*This sponsorship will provide 24/7 helpline support for 150 callers needing information, support or crisis counseling.*

- Receive 4 event tickets
- Recognition as a Merrymaker Sponsor at the event
- Your name or company logo will be recognized on the invitation, event website, social media, event signage, e-newsletter, thank you ads and our annual report.

### Gather Sponsor **\$2,500**

*This sponsorship will provide the community with 190 hours of child abuse prevention training.*

- Receive 2 event tickets
- Your name or company logo will be recognized on the invitation, event website, social media, event signage, e-newsletter, thank you ads and our annual report.

To confirm your sponsorship contact Kelley Harrison at 410-889-2300.



# The Family Tree

## Sip & Savor Sponsors

Sponsors	Amount
Sherman, Betsy & George	\$100,000
Cowie, B.J. & Bill	\$50,000
Taco Bell/Aarsand & Company	\$50,000
Meyerhoff, John and Lenel	\$25,000
Gore, Paula & Kyle/CGA Capital	\$15,000
Aarsand, Jeanne & Kurt	\$10,000
Nachbahr, Erik	\$10,000
Brinkley, Doug & Ellen	\$7,500
Macks, Larry & Ellen	\$7,500
Murphy, Sean/T-Rex Solutions, LLC	\$7,500
Graul, Dennis/Graul's Market	\$5,000
Peltier, Laurel & Tom	\$5,000
Shaw, Susan and Steve	\$5,000
Bauer, Sally & Woods, Sarah	\$2,500
Exchange Club of Baltimore	\$2,500
DeCosta, Eric & Lacie	\$2,500
Hayes, Charlene & Floyd	\$2,500
McDonald, Tom & Jamie	\$2,500
McIntyre, Hunter	\$2,500
Roebuck, Charles and Lee	\$2,500
Waesche, Xandy & Roger	\$2,500
<b>TOTAL</b>	<b>\$317,500</b>

Virtual Building Capacity Site Visit Agenda for PCA America state affiliates via Zoom. Time zone is according to PCA state chapter's location. Please include the names and titles of all attendees on the agenda. Once your draft agenda is submitted, PCA America will provide a Zoom meeting invite for the chapter to send to attendees.

<b>DAY &amp; TIME</b>	<b>TOPIC</b>	<b>ATTENDEES</b>
<b>SITE VISITORS' MEETINGS</b>	Site Visitors conduct pre-visit discussion based on review of materials submitted by chapters	Anita Odom and Peer Reviewer
<b>6/21/21: DAY ONE 9:00 – 10:30</b>	Entrance meeting, Criteria <b>1, 3, 4 &amp; 8</b>	Chapter Director, board members, staff and/or partners
<b>10:30 – 10:45</b>	Break	
<b>10:45 – 11:45</b>	Criteria <b>2:</b> Organizational Accountability and Stability	Chapter Director, board members, fiscal, HR staff, etc.
<b>11:45 - NOON</b>	Meeting with Board Chair 1:1	Board Chair of State Chapter and site visitors (if this time does not work, it can be scheduled in advance of the site visit)
<b>6/22/21 DAY TWO 9:00-10:00</b>	Criteria <b>5:</b> Statewide Scope of Influence and Activity in CAN prevention	Chapter Director, funders, partners, grantees, participants, etc.
<b>10:00 – 10:15</b>	Break	
<b>10:15 – 11:00</b>	Criteria <b>6:</b> State Level Advocacy	Chapter Director, advocacy staff/partners/coalition representatives, legislators, board members, etc.
<b>11:00 – 11:30</b>	Criteria <b>7:</b> Public Awareness	Chapter Director, communications staff/partners, statewide and local partners, etc.
<b>11:30 – 12:30</b>	Criteria <b>9:</b> Promising Prevention Strategies	Chapter Director, home visitation partners, researchers, academia, board members, evaluation tools and measures, etc.
<b>1:00 – 3:00</b>	Site Visitors' meeting	Anita Odom and Peer Reviewer
<b>6/23/21 DAY THREE 9:00 – 10:30</b>	Site Visitors' meeting	Anita Odom and Peer Reviewer




Virtual Building Capacity Site Visit Agenda for PCA America state affiliates via Zoom. Time zone is according to PCA state chapter's location. Please include the names and titles of all attendees on the agenda. Once your draft agenda is submitted, PCA America will provide a Zoom meeting invite for the chapter to send to attendees.




**11:00 – NOON** | Exit Summary

Site Visitors and anyone else chapters would like to invite





Our Work is  
**ROOTED  
IN SCIENCE**



Help Positive Childhood Experiences  
**TAKE ROOT**

Your tax-deductible donation plants the seed.

**#GrowingBetterTogether** 

# Unaudited

## The Family Tree Operating Results - General Fund 8 Months Ended, Feb 2021

Feb-21 YTD	Feb-20 YTD	Variance	
		YTD \$	YTD %
1,067,126	876,256	190,871	21.78%
262,334	127,450	134,884	105.83%
261,931	338,627	(76,696)	-22.65%
67,771	124,012	(56,241)	-45.35%
33,729	81,538	(47,810)	-58.63%
50,000	26,000	24,000	92.31%
<b>1,742,891</b>	<b>1,573,883</b>	<b>169,008</b>	<b>10.74%</b>

1,838,423	1,706,720	131,703	7.72%
278,921	272,967	5,954	2.18%
177,252	167,505	9,747	5.82%
40,179	5,260	34,918	663.84%
10,825	16,050	(5,225)	-32.55%
362	16,669	(16,307)	-97.83%
2,259	34,486	(32,228)	-93.45%
16,356	15,199	1,157	7.61%
12,390	23,677	(11,288)	-47.67%
25,091	21,983	3,107	14.13%
64,758	129,632	(64,874)	-50.04%
5,076	8,658	(3,582)	-41.37%
10,547	28,120	(17,574)	-62.49%
24,114	61,997	(37,883)	-61.10%
24,195	32,104	(7,910)	-24.64%
10,347	12,161	(1,814)	-14.91%
1,494	1,627	(133)	-8.17%
21,350	19,274	2,077	10.78%
<b>2,563,937</b>	<b>2,574,091</b>	<b>(10,153)</b>	<b>-0.39%</b>

<b>(821,047)</b>	<b>(1,000,208)</b>	<b>179,162</b>	<b>-17.91%</b>
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530,937			
62	158		
8,002	43,326		
63,000	64,525		

<b>(345,045)</b>	<b>(1,021,250)</b>		
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<b>184,833</b>	<b>528,009</b>		
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	Approved		Variance	
	Annual Projection	FY 21 Annual Budget	Projected Vs. \$	Budgeted %
Government Grants	1,853,126	1,408,764	444,362	31.54%
Foundation Grants	427,334	425,000	2,334	0.55%
Contributions	691,931	875,000	(183,069)	-20.92%
Fund Raisers (Net)	100,771	830,000	(729,229)	-87.86%
Program Fees	48,729	113,000	(64,271)	-56.88%
Endowment Revenue	50,000	45,000	5,000	11.11%
PPP Forgiveness / Program reserves	530,937	33,636	497,301	
<b>Total Revenue</b>	<b>3,702,828</b>	<b>3,730,400</b>	<b>(27,572)</b>	<b>-0.74%</b>

Salaries	2,674,586	2,550,349	124,237	4.87%
Benefits	418,381	440,340	(21,959)	-4.99%
Professional Fees	201,252	187,344	13,908	7.42%
Staff Training	41,679	25,000	16,679	66.71%
Volunteer Stipends	16,238	25,000	(8,763)	-35.05%
Volunteer Training/Spt./Recog	1,362	10,000	(8,638)	-86.38%
Travel	5,647	35,000	(29,353)	-83.87%
Participant Supplies/Incentives	204,534	35,000	169,534	484.38%
Supplies	18,584	33,000	(14,416)	-43.68%
Communication	37,636	34,282	3,354	9.78%
Equipment Rental/Maint.	97,137	112,278	(15,141)	-13.48%
Marketing/Public Relations	10,076	20,000	(9,924)	-49.62%
Printing	20,547	36,000	(15,453)	-42.93%
Occupancy	36,171	99,286	(63,115)	-63.57%
Insurance	36,292	36,000	292	0.81%
Dues/Subscriptions	15,347	20,000	(4,653)	-23.26%
Delivery	2,266	2,500	(234)	-9.36%
Miscellaneous	30,026	29,021	1,005	3.46%
Operating Expense	<b>3,867,760</b>	<b>3,730,400</b>	<b>137,360</b>	<b>3.68%</b>

<b>Net Operating Income (Loss)</b>	<b>(164,932)</b>	<b>0</b>	<b>(164,932)</b>	
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<b>PPP Loan Forgiveness</b>			
<b>Gain (Loss) On sale of Gifted Stock</b>			
<b>Investment Income</b>			
<b>Depreciation Expense</b>			

<b>Net Income/(Loss)</b>			
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Net effect of Restricted Funds			
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Restricted Funds	Amt Restricted	Est Release
FY 21 Contribution Pledge	221,000	147,333
FY 21 Event Pledge (Releasing Lace Up)	353,000	7,500
FY 21 Abell Foundation	15,000	10,000
FY 21 Blaustein Foundation	25,000	16,667
FY 21 Myers Foundation	5,000	3,333
<b>Net Restriction</b>	<b>619,000</b>	<b>184,833</b>



*Summary of Operating Results  
8 Months Ended February 2021*

**Revenues:**

**Government Grants:**

Government Grant revenue year-to-date is \$1,067,000 and is 22% ahead of where we were last year at this point. This is chiefly the result of receiving additional funding for MSDE for expansion of our Maryland Family Connects Program. Furthermore, FLBC has recently and unexpectedly awarded us \$297,000 to use for Housing assistance to clients in our Healthy Families. These two grants will push the Government Grant revenues to surpass budget expectations.

**Foundation Revenue:**

Foundation Grant revenue year-to-date revenue is \$262,000. It is well ahead of last year's pace at the end of February. This is primarily due to receipt of a grant from the United Health Care foundation of \$95,000 to support our Family Education efforts in the counties and \$50,000 from the Bauer Foundation. We expect to meet budget expectations as we have several grant applications in the pipeline.

**Contributions:**

Contributions year-to-date are \$262,000 which is behind last year's revenue by \$77,000. These revenue numbers are not unusual for non-pledge years and last year's revenue included a \$50,000 gift from the O'Neil's. We expect this line item to fall short of budget expectations.

**Fund Raisers Net:**

Net Fund-Raising revenue year-to-date is \$68,000 and \$56,000 behind last year's pace. Here, the year over year variance is driven having one event versus two. As a result of the decision to postpone Great Chef's this line item will not meet expectations.

**Program Fees:**

Program fees year-to-date are \$34,000 which represents an 59 % decrease from prior year. The decrease is driven by the Pandemic's effect on the number of Day Care facilities in operation that avail themselves of resource center trainings. We also reduced prices of BCCRC trainings to help struggling providers. We have also shifted gears on the stem program charging a \$100 flat fee to all participants forgoing any insurance billing.

**Endowment Revenue:**

Endowment Revenue that is distributable from the Weinberg Fund for FY 20 is \$50,000. The Investment Committee decided to take the distribution in September and as stipulated in the FY 21 budget will be used to support operations.

**Program Reserve:**

Based on current predictions, it looks as though we will need to utilize \$165,000 of the Program Reserve this year.

**Expenses:****Salaries:**

Salary expense to date is \$1,838,000 and compared to a year ago is 8% higher. This year over year increase is attributable to increases in staffing (2 FTE RNs and a P/T Medical Director) because of the increase in funding for the Maryland Family Connect Program. We expect this line to be over budget at year-end.

**Benefits:**

Benefit expense year-to-date is \$279,000 and compared to a year ago is 2% higher. The increase is reflective of more staff. We anticipate not hitting the budget as result of less people than expected are availing themselves of the organization's health insurance.

**Professional Fees:**

Professional Fees expense to date is \$178,000 and is \$10,000 higher than last year at the end of February. This increase is mainly attributable to higher research and audit costs. We project to overspend this item by fiscal year end due to the need for the Search Firm. The research costs related to the Family Connects program ended in January 2021.

**Staff Training:**

Training costs include the Renewal of the ACE licensing and training for the Maryland Family Connects Program as well as Healthy Families supplies.

**Participant Supplies/Incentives:**

As a result of new grant funding received in February that allows us to give \$500 a month to all participants enrolled in the Healthy Families Program, this budget line will be way over budget.

**Equipment Rental/Maintenance:**

Equipment Rental/Maintenance expense to date is \$65,000 and is \$65,000 less than the same time last year mainly due to the timing of expenditures related to software licensing purchases for both the Penelope and Cloud based Raisers Edge Systems in FY 20.

**Occupancy:**

Occupancy expense to date is \$24,000 and is \$38,000 lower than the same time last year mainly due to lower utility usage and janitorial costs.

**PPP & Liabilities note:**

In February, the organization's PPP loan # 1 for \$530,000 was forgiven by SBA. Deferred FICA (\$108,000) will need to be paid back over the next two Calendar Years and fully paid by 12/31/22. Furthermore, the organization applied for and was approved for an additional round of PPP funding \$574,000. The funds were received in February.



## Statement of Financial Position as of February 28, 2021

## ASSETS

## Current Assets

Cash	\$	1,883,891
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Accounts Receivable (S/T)		652,489
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## Other Current Assets

Investments - Morgan Stanley		3,018,111
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Membership Interest Vance LLC		300,000
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Prepaid Expense		42,068
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Total Other Current Assets		<u>3,360,179</u>
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Total Current Assets		5,896,559
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## Fixed Assets

Fixed Assets (Net of Depreciation)		<u>1,367,190</u>
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TOTAL ASSETS		<u><u>7,263,749</u></u>
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## LIABILITIES &amp; NET ASSETS

## Liabilities

## Current Liabilities

Accounts Payable		31,011
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## Other Current Liabilities

Payroll Withholdings		105,807
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Salaries Payable		240,938
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Other Accrued Liabilities		<u>608,029</u>
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Total Other Current Liabilities		<u>954,774</u>
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Total Current Liabilities		985,785
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## Net Assets

Donor Designated Endowment		1,003,173
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Donor Designated		524,750
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Donor Undesignated		<u>4,750,041</u>
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Total Net Assets		<u>6,277,964</u>
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TOTAL LIABILITIES & NET ASSETS	\$	<u><u>7,263,749</u></u>
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**The Family Tree**  
**Portfolio Net Worth & Performance Summary**  
**As of 2/28/21**

	Balance	Balance	Performance Summary *			Dividends & Cap Gains	
	2/28/2020	2/28/2021	Month	Fiscal YTD	Basis	Month	Fiscal YTD
Morgan Stanley Money Market Fund	\$ 212,453	\$ 251,261				\$ 3	\$ 27
<b>Next Generation Fund:</b>	\$ -						
Morgan Stanley	\$ 1,754,019	\$ 2,080,043	2.0%	17.3%	21.9%	537	\$ 36,804
	\$ -	\$ -					
<b>Total Next Generation:</b>	\$ 1,754,019	\$ 2,080,043	2.0%	17.3%	21.9%	537	36,804
	\$ -						
<b>Weinberg Fund:</b>	\$ -						
Morgan Stanley	\$ 989,963	\$ 1,129,071	2.0%	17.0%	26.7%	346	\$ 21,159
	\$ -	\$ -				-	
<b>Total Weinberg:</b>	\$ 989,963	\$ 1,129,071	2.0%	17.0%	26.7%	346	21,159
	\$ -						
<b>TOTAL BALANCES</b>	\$ 2,956,435	\$ 3,460,375	2.0%	16.3%	23.5%	\$ 886	\$ 57,990

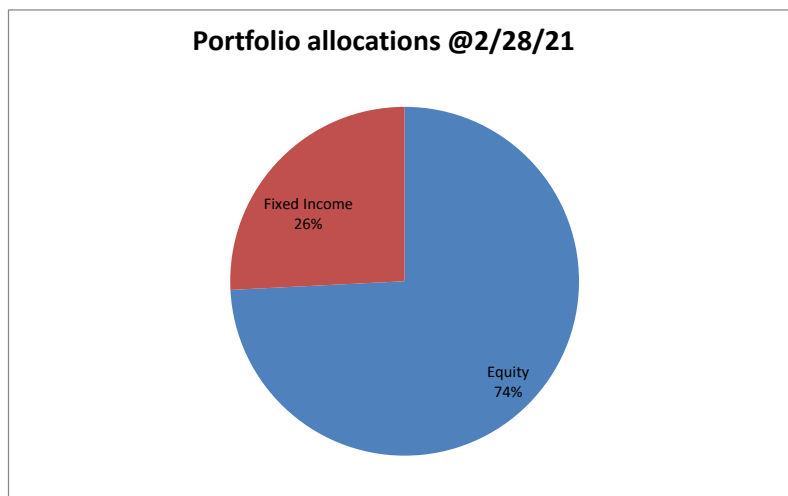
Weinberg Endowment Draw 9/20 \$50,000

\*After netting for Fund Transfers, additions and Drawdowns but inclusive of Dividends and CG

<b>Percent of Balance Active vs Passive</b>	<b>Active</b>	<b>Passive</b>
Next Generation	51%	49%
Weinberg	55%	45%
<b>Total</b>	<b>53%</b>	<b>47%</b>

<b>Portfolio Performance &amp; Advisor Fees @ 2/28/21</b>				
	CYTD	1 Year	3 Year	5 Year
Advisor Fees	\$ 3,542	\$ 19,572	\$ 59,985	\$ 106,615
TFT Performance	1.4%	18.6%	8.1%	11.9%
TFT Performance (With Fees added back)	1.5%	19.3%	8.9%	12.8%
Performance of the Blended Index in IP	2.4%	23.5%	9.9%	11.7%

<b>Portfolio Allocations (Weinberg)</b>	Value \$	Percent
Equity	\$ 810,263	72%
Fixed	\$ 318,808	28%
<b>Total</b>	<b>\$ 1,129,071</b>	<b>100%</b>
<b>Portfolio Allocations Next Generation</b>		
Equity	\$ 1,571,166	76%
Fixed	\$ 508,877	24%
<b>Total</b>	<b>\$ 2,080,043</b>	<b>100%</b>
<b>Portfolio Allocations Combined</b>		
Equity	\$ 2,381,429	74%
Fixed	\$ 827,685	26%
<b>Total</b>	<b>\$ 3,209,114</b>	<b>100%</b>







# The Family Tree

## *Moving Families Forward* Operating Plan FY22

### **Vision:**

Every family has the tools to raise children to become healthy, productive, and competent adults.

### **Mission:**

Mission: The Family Tree *leads* Maryland in preventing child abuse, *connects* caring communities, and *builds* strong families to improve society for generations.

	FY 19	FY 20	FY 21	FY22
<b>Total Revenue</b>	\$3,175,000	\$3,275,000	\$3,730,400	\$4,000,000
<b>Total Served</b>	23,000	25,000	19,000	30,000

**Goal 1 Family Impact:** Provide all parents, including those at risk, with an effective, researched-backed continuum of programs and services in key areas of the state.

**Focus 1: Primary Prevention** - TFT will provide education and support to the general parenting population and professionals. (Includes Baltimore City Child Care Resource Center, Helpline, Public Engagement Campaigns, ACE Interface and Maryland Family Connects, MFC).

### **Strategy A: Sustain and expand the Maryland Family Connects program**

#### Action Steps- Year 4:

1. Secure re-accreditation from Duke International, Center for Child & Family Health.
2. Expand existing site at Sinai to include all Baltimore County births.
3. Prepare findings of Baltimore Babies Project and share widely.

### **Strategy B: Enhance support the general parenting population throughout the state.**

#### Action Steps- Year 4:

1. Recruit 1 staff
2. Launch Circle of Parents, a support model affiliated with Prevent Child Abuse, America.
3. Parenting Helpline: seek mental health certification for Coordinator.
  - a. explore messaging feature as additional means of response.

### **Strategy C: Advance The Family Tree Training Institute ( name) .**

Action Steps– Year 4:

1. Recruit 1 staff
2. General Professional Training: identify the year’s training calendar; project annual revenue, develop market plan, and disseminate.
3. ACE Interface: Partner with Porter/Anda to conduct one additional statewide ACE Master Trainers Cohort representing diverse geographic and discipline diversity.
  - a. Conduct two (2) ACE Interface trainings that would train at least 10 new people to become ACE Presenters.
  - b. Identify subsequent trainings models to offer trainers/presenters to support communities’ strategies to build resilience. (TBD e.g. Protective Factors)

**Strategy D: Provide training and technical assistance to prospective and existing childcare providers in the City; offer mental health consultation to children, families and providers aimed to retain or maximize their childcare placement.**

Action Steps– Year 4:

1. Maryland Child Care Boost Project is an ongoing 12- month project launched by Maryland Family Network and the National Opportunities Exchange that includes 20 childcare providers from Baltimore City and 20 each from both Prince George’s and Montgomery Counties.
  - a. The Project is designed to assist child care providers to recover from the COVID-19 pandemic by strengthening the child care providers financial sustainability skills through: a) the adoption of a child care management system, WonderSchool); b) participating in 15 hours of business training; and, c) engagement in bi-monthly individual coaching sessions.
  - b. The first cohort of this pilot will reach twenty family child care providers caring for 160 young children.
2. Host a citywide Emotional Wellness Conference for the Young Child

**Focus 2: Secondary Prevention** - TFT will expand and deepen its work with families impacted by adversity (Includes family education, home visiting, and anger management.

**Strategy A: Sustain research-tested programs that meet the needs of distressed families - Family Education and Support**

Action Steps –Year 4:

1. Recruit 1 staff
2. TFT shall re- align resources and adopt promising practices to have a deeper impact on participants enrolled in parenting education.
  - Adopt SEEK (Safe Environment for Every Kid) as an assessment tool to align needed resources.
  - Link family navigator to each participant to bridge the gaps in family’s access to needed services.
  - Conduct 30 day follow up call to assess resource linkages and need.
3. Secure a research partner (MOU) and finalize scope of work:
  - Evaluate the assessment tools we are using to determine impact by program.
  - Evaluate our 4-week parenting education program and compare the results of this program to our 10-week program.
  - Begin review of 21 adaptation include family navigator.
  - Evaluate the effectiveness of parent education curriculum. :

**B. Strategy: Enhance intensive services to families through respite services.**

Action Steps– Year 4:

1. Secure funding for our Kids Care Plus, center-based respite program, that includes an educational support component.
2. Work with government partners, NGO's to secure referrals.
3. Establish criteria to evaluate effectiveness.

**Goal 2 Community Impact: To establish The Family Tree as Maryland's leading resource for the prevention of child abuse and neglect, and to organize and inspire a grassroots movement dedicated to strengthening families and building resilient communities.**

**Strategy A – Harness technology to build an interactive, comprehensive education and support platform for all families.**

Action Steps – Year 4:

1. Conduct focus groups and surveys to determine the needs/concerns/issues of target audiences thereby informing the development of new tools/apps/infrastructure.
2. Choose, develop, and launch the best secure e-learning and tele-health platforms for hosting online classes and webinars.
3. Update program curriculum for the online, on-demand digital environment, empowering users to take self-guided trainings and classes with accreditation.
4. Build a dedicated studio space for online class and webinar production, with green screen, high quality cameras and microphones.
5. Upgrade conference room technology to allow for hybrid (in-person and stay-at-home) learning models, along with improved Board Meeting experience for remote attendees.
6. Create a robust online client portal where parents can track their own progress, engage with their peers, and get additional one-on-one support on their schedule.
7. Generate quarterly reports on key performance indicators, such as website visits, numbers served in Live Chat, frequently asked questions, and conversion rates for additional services/program sign ups. Present in an easy-to-read dashboard.

**Strategy B – Develop an expanded content marketing and PR strategy to engage the general public, professionals, and businesses and civic leaders.**

Action Steps – Year 4:

1. Engage a Public Relations Firm to deepen connections to State and Local media outlets.
2. Release weekly blog articles throughout the year.
3. Launch Season 2 of the Live “Parenting Break” video series, with a shift towards providing parents more targeted advice, tips and resources.
4. Segment audiences based on data and create automated email campaigns based on audience segmentation and engagement actions (new class registrations, signups to email list, volunteer signups, donations, etc.)
5. Identify local social media “influencers” and enlist them to help spread our Family Tree content, message and impact.
6. Cross promote social media content with leading state and national partners to build our audience.

**Strategy C - Create community engagement campaigns that infuse positive social norms to increase the dialogue about child abuse and neglect and mobilize action throughout the state.** 28

Action Steps – Year 4:

1. Identify a new topic that speaks to families in a post-pandemic environment.
2. Launch a public engagement campaign in May 2022 and identify possible funding partners (i.e. Health Department).

**Strategy D – Increase participation in our family and community engagement activities.**

Action Steps – Year 4:

1. Reevaluate our community engagement activities, including family events, in a post-COVID environment.
2. Develop a new grassroots volunteer corps to assist with doing community outreach events.
3. Launch a Peer-to-Peer fundraising platform to empower our most dedicated supporters.
4. Expand the Maryland Parent Leadership Team model to include partner organizations.
5. Hold quarterly, online “Family Meeting” events to engage current and potential supporters.

**Goal 3 Societal Impact: Advocate for stronger public policies, regulations and funding that promote child safety and family wellbeing.**

**Strategy A: Build greater influence and credibility with advocacy partners, policy makers, influencers, and government officials to secure our prevention agenda.**

Action Steps– Year 4:

1. Train stakeholders on the art of storytelling to share with policy makers, on our behalf.
2. Serve on state and local boards and commissions, which allows TFT to promote its outcomes, build awareness, support legislation, and be proactive about new opportunities.

**Strategy B: Increase exposure of TFT’s mission, capacity and outcomes to policy makers and other legislative influencers via PR and digital content strategies.**

Action Steps –Year 4:

1. Develop a section of our website dedicated to our advocacy work.
2. Establish a grass root advocacy network, organized through email, text, etc., to help with bills and other action alerts.
3. Have key leadership and program staff host regular briefings/meetings for legislators in Baltimore City, Annapolis and Washington.
4. Send written communications at least quarterly to elected officials about issues related to families and children, child abuse and neglect, and the activities of TFT.

**Strategy C: Develop an implementation plan to secure a designated fund for TFT through champions and influencers in State Government.**

Action Steps –Year 4:

1. Secure consultant/lobbyist
2. Develop a case statement for the need for a designated fund that can be used with elected officials.
3. Identify legislative allies and map to our board member’s networks to gain their investment in our work.