



The Family Tree

Executive Committee Meeting
March 30, 2021
12:00 p.m. – 1:30 p.m.
2108 North Charles Street

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

AGENDA

- | | | |
|------|--|------------------|
| I. | Mission Moment – Stacey Brown | 12:00 -12:05 pm |
| II. | Approval of January 12 th 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



The Family Tree

Raising families up.

Executive Committee

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

MINUTES

MEMBERS PRESENT: Stephanie Adler, Steve Shaw, Gary Marino, Sally Bauer, Kyle Gore, John Meyerhoff, Tom McDonald, Jeanne Aarsand, Sarah Woods, Stephanie Woodhouse, Chris Johnson, Tom Peltier, Charles M. Roebuck, Stephanie McCormick, Charlene Hayes

MEMBERS EXCUSED: Tom Hauser

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 -12:10 pm |
| II. | Approval of October 13, 2020 Minutes – Sally Bauer | 12:10 -12:15 pm |
| III. | President's Report – Sally Bauer | 12:15 -1:00 pm |
| | A. An Evening to Give Thanks | |
| | B. 30 th Annual Great Chefs' Dinner | |
| IV. | Executive Director Search-Sally Bauer & Charlene Hayes | 1:00 -1:10 pm |
| V. | Executive Director's Report – Pat Cronin | 1:10 -1:20 pm |
| | A. FY 21 Performance Update | |
| | B. Public Policy Agenda | |
| | C. FY22 Planning | |
| VI. | Brief Committee Report | 1:20 -1:30 pm |
| | Finance and Facilities Committee | Chris Johnson/Phil Saracino |
| VII. | Closing Remarks—Sally Bauer | 1:30 pm |

SAVE THE DATE!!

Tuesday, January 19th at 5:30 pm – General Board Meeting Zoom

Tuesday, March 23, 2021 – Noon, Executive Committee

30th Annual Great Chefs' Dinner TBD

Recorder: Jennifer Wolff

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ISSUE #1 – Welcome

SUMMARY OF DISCUSSION:

Sally welcomed the group and Jennifer Wolff did a roll call.

ISSUE #2 –Mission Moment

SUMMARY OF DISCUSSION: Stacey Brown, Director of Programs and Research, reported on the Holiday Shop. Lindsay Jacks, our Volunteer Coordinator, did a fantastic job this year by organizing parents to “shop” virtually and then select a time to for ‘curb side’ pick- up of their items. Lindsay decorated the courtyard for when parents arrived. Even with the pandemic we were able to serve 102 families that includes over 350 kids. Each child received 4 toys and 1 stuffed animal. Each family also received 2 board games. Stacey thanked all of the board member because this couldn’t have been done without all of their donations of toys and cookies.

ISSUE #3: Approval of October 13th Minutes

SUMMARY OF DISCUSSION: Minutes were approved as submitted.

ISSUE #4: President’s Report

SUMMARY OF DISCUSSION: Sally reported on the following:

- a. An Evening to Give Thanks: Sally thanked the board for all of their work to deliver boxes to our guests. We had great feedback. Jeanne, who chaired the event, said it was such a pleasure and it was nice to see people from a distance when dropping goodies off. The program was very heartfelt.
- b. Great Chef’s: Due to the ongoing pandemic, it will not be possible to host a live 30th Great Chefs’ Dinner this spring. Without Great Chefs’ we can anticipate sizable reduction in event revenue (\$350k in sponsorship alone). Mary presented three options (proposal filed with minutes) for the committee to consider:1. Move date for 30th GC Dinner to the Fall of 2021, date TBD and location would be outside; 2. Skip GC in 2021, instead launch a major donor program campaign that would allow us to make up some revenue from not having Great Chefs’. The 30th will occur in April 2022; 3. Have a virtual 30th GC Dinner in the Spring. Sally asked each Committee member to provide feedback. There was agreement that 30th Great Chefs’ dinner, our signature event, would be cancelled in 21 and be held in Spring, 2022 when there is more stable community health. The Committee agreed to establish a Fall 2021 event that was outdoors, less formal and could serve as a ‘welcome back’ from COVID party and recognize Pat’s tenure and introduce new ED. Although no event will occur in 2021, sponsorship can be solicited and booked for 2021. Sally thanked everyone for their ideas. Sally asked that Mary send to the Committee for their approval the decisions made this afternoon. With the Committee’s final approval, we can present at next week’s General Board Meeting.
- c. Executive Director Search-Sally announced that after due diligence including a thorough review of references, we have selected Kittleman Firm to secure new Executive Director. We expect to have a new ED selected by May 15th. Charlene reported we have received a draft agreement from the firm. They have been very responsive and seem very vigilant in

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finding the right person to fulfill the position. They want to speak with board members as well as anyone outside of the organization that may be helpful in finalizing job. The firm will guide selection of members to join the selection committee. Amy Smith is the manager of our search. There were no further questions from the board about this process.

ISSUE #5: Executive Director's Report

SUMMARY OF DISCUSSION: Pat thanked everyone for all their input on ideas regarding Great Chefs'. We currently have had no transition in staff and are continuing to provide services both virtually and in-person with Kids Care Plus. Pat provided these updates. We were alerted this week from the Baltimore City Health Dept that The Family Tree staff are eligible to receive the Covid-19 vaccine. Our accreditation with Duke University (Family Connects Maryland) will occur during the next 6 months, minimally. FCM's evaluation (Baltimore Babies Project) by MD School of Social Work is wrapping up its study. Preliminary findings will be reviewed at the Program & Research Committee in February. Because of the pandemic the study was interrupted, and the focus will be the impact the pandemic has had on new moms. TFT will also be re-accredited by Prevent Child Abuse America this June.

Stacey gave an overview of the program dashboard (filed with minutes). We have hit 80% of our goals so far. Numbers were coming in low during the beginning of the pandemic, increased in the summer but we have noticed a decline in numbers this fall. Staff are aggressively reaching out to referrals sources and community partners to insure we can reach families during this stressful time.

ISSUE #6: Finance & Facilities Committee Report- only report due to GCs' Discussion

SUMMARY OF DISCUSSION: Phil provided a brief overview.

- a. YTD Performance FY 21: Through December 31, the organization experienced a \$673,000 loss. However, when we add back revenues of \$310,000 that was attributable to FY 21 but previously recorded, the remaining loss was not unusual as our revenues tend to be seasonalized toward the second half of the year. Based on current projections it does not appear as though we will need to access program reserves. However, should the Great Chefs' event not occur in FY 21 as scheduled, it could result in unexpected net losses. From a cash flow perspective, we do not feel that FY 21 will be an issue. If it becomes an issue, we have options like the line of credit or the NEXT GEN fund that are easily accessible.
- b. Statement of Financial Position is strong. It includes over \$1.2 million in operating cash, \$3.2 million in Investments and \$1.5 million in fixed assets. The organization has \$937,000 in Liabilities, the largest of which is the PPP loan. We hope to have the forgiveness application submitted by the end of January. Another round of PPP will be made available shortly. We believe we are eligible. Phil asked if the Committee would approve TFT to move forward with a second PPP loan. He anticipates the loan amount of approximately \$600k which we would seek forgiveness.
- c. **APPROVAL OF MOTION:** Sally asked for a motion to be made to approve Phil on behalf of The Family Tree to apply for a second round of PPP loan from M&T. A motion was made,

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seconded and the Committee unanimously approved Phil to seek a second PPP loan from M&T.

- c. Investment Update: At November 2020, the entire portfolio was up 7.5% and up 11% fiscal YTD. It is invested 73% in equities and 27% in Fixed Income in compliance with our investment policy and 52% in actively managed fund versus 48% passively managed. Compared to a blended index that mimics our investment policy, our portfolio's performance is slightly lower at the 1- and 3-year marks but slightly ahead at the 5-year mark. Investment Committee conducted its annual review with MS Team. The Investment Committee agreed with MS minor recommendations that essentially took some gains off the table in our international sleeve and re-invested the proceeds into small/mid cap and value portions of the portfolio.

In closing, Sally asked any other Committee Chair if they had any announcement. With no other comment, Sally thanked everyone and ended the meeting at 1:35p.m.

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.

DAY & TIME	TOPIC	ATTENDEES
SITE VISITORS' MEETINGS	Site Visitors conduct pre-visit discussion based on review of materials submitted by chapters	Anita Odom and Peer Reviewer
6/21/21: DAY ONE 9:00 – 10:30	Entrance meeting, Criteria 1, 3, 4 & 8	Chapter Director, board members, staff and/or partners
10:30 – 10:45	Break	
10:45 – 11:45	Criteria 2: Organizational Accountability and Stability	Chapter Director, board members, fiscal, HR staff, etc.
11:45 - NOON	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)
6/22/21 DAY TWO 9:00-10:00	Criteria 5: Statewide Scope of Influence and Activity in CAN prevention	Chapter Director, funders, partners, grantees, participants, etc.
10:00 – 10:15	Break	
10:15 – 11:00	Criteria 6: State Level Advocacy	Chapter Director, advocacy staff/partners/coalition representatives, legislators, board members, etc.
11:00 – 11:30	Criteria 7: Public Awareness	Chapter Director, communications staff/partners, statewide and local partners, etc.
11:30 – 12:30	Criteria 9: Promising Prevention Strategies	Chapter Director, home visitation partners, researchers, academia, board members, evaluation tools and measures, etc.
1:00 – 3:00	Site Visitors' meeting	Anita Odom and Peer Reviewer
6/23/21 DAY THREE 9:00 – 10:30	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

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%
1,742,891	1,573,883	169,008	10.74%

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%
2,563,937	2,574,091	(10,153)	-0.39%

(821,047) (1,000,208) 179,162 -17.91%

530,937	
62	158
8,002	43,326
63,000	64,525

(345,045) (1,021,250)

184,833 528,009

	Annual Projection	Approved FY 21 Annual Budget	Variance 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	
Total Revenue	3,702,828	3,730,400	(27,572)	-0.74%

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	3,867,760	3,730,400	137,360	3.68%

Net Operating Income (Loss) (164,932) 0 (164,932)

PPP Loan Forgiveness
Gain (Loss) On sale of Gifted Stock
Investment Income
Depreciation Expense

Net Income/(Loss)

Net effect of Restricted Funds

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
Net Restriction	619,000	184,833



*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

Accounts Receivable (S/T) 652,489

Other Current Assets

Investments - Morgan Stanley 3,018,111

Membership Interest Vance LLC 300,000

Prepaid Expense 42,068

Total Other Current Assets 3,360,179

Total Current Assets 5,896,559

Fixed Assets

Fixed Assets (Net of Depreciation) 1,367,190

TOTAL ASSETS 7,263,749

LIABILITIES & NET ASSETS

Liabilities

Current Liabilities

Accounts Payable 31,011

Other Current Liabilities

Payroll Withholdings 105,807

Salaries Payable 240,938

Other Accrued Liabilities 608,029

Total Other Current Liabilities 954,774

Total Current Liabilities 985,785

Net Assets

Donor Designated Endowment 1,003,173

Donor Designated 524,750

Donor Undesignated 4,750,041

Total Net Assets 6,277,964

TOTAL LIABILITIES & NET ASSETS \$ 7,263,749

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
Next Generation Fund:	\$ -						
Morgan Stanley	\$ 1,754,019	\$ 2,080,043	2.0%	17.3%	21.9%	537	\$ 36,804
	\$ -	\$ -					
Total Next Generation:	\$ 1,754,019	\$ 2,080,043	2.0%	17.3%	21.9%	537	36,804
	\$ -						
Weinberg Fund:	\$ -						
Morgan Stanley	\$ 989,963	\$ 1,129,071	2.0%	17.0%	26.7%	346	\$ 21,159
	\$ -	\$ -				-	
Total Weinberg:	\$ 989,963	\$ 1,129,071	2.0%	17.0%	26.7%	346	21,159
TOTAL BALANCES	\$ 2,956,435	\$ 3,460,375	2.0%	16.3%	23.5%	\$ 886	\$ 57,990

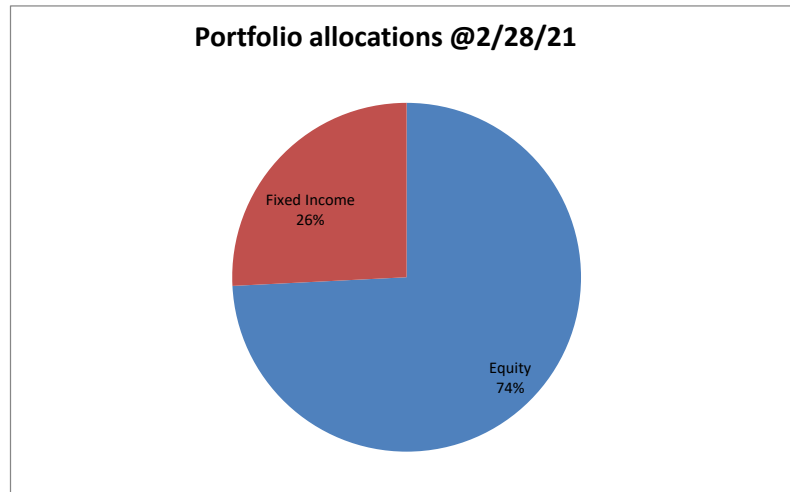
Weinberg Endowment Draw 9/20 \$50,000

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

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

Portfolio Performance & Advisor Fees @ 2/28/21				
	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%

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





REVEL IN COMMUNITY • THE FAMILY TREE

Sip & Savor Fact Sheet

DATE: Saturday, October 9, 2021

TIME: 5:30 pm to 9:30 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. Tickets are available for \$150 each.

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



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
Total Revenue	\$3,175,000	\$3,275,000	\$3,730,400	\$4,000,000
Total Served	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.

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:

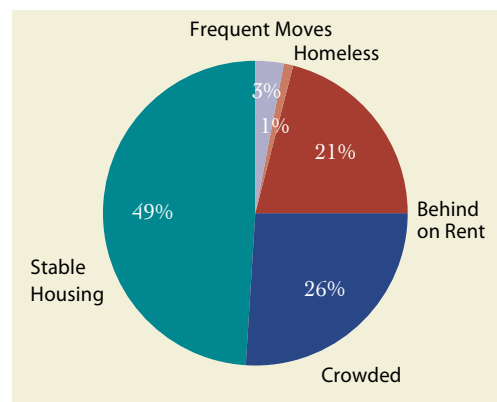
1. Secure consultant/lobbyist
2. Develop a case statement for the need for a designated fund that can be used with elected officials.
3. Identify legislative allies and map to our board member’s networks to gain their investment in our work.

Safe, Stable Homes Lead to Healthier Children and Families for Baltimore

A safe, stable home is important for children's physical and mental health today and their growth and learning abilities tomorrow. Children's HealthWatch research illustrates the connections between unstable housing, strained budgets, and poor health outcomes for families with children.

Housing is often a family's largest single expense. Unfortunately for many Baltimore residents, wages are not keeping up with housing costs. About 55% of Baltimore's renter households spend more than one third of their income on rent, the national standard of affordability.¹ Families should be able to afford safe shelter and food, utilities, and healthcare. In Baltimore, a full-time minimum wage employee earns \$7.25 an hour and can only afford a rent of \$377 per month, which is substantially below fair market rent for a two-bedroom apartment in the Baltimore area.²

When families face unaffordable housing, some move frequently in search of a decent home within their means. Many others fall behind on rental payments or live in overcrowded situations. Tough choices between paying the rent and paying for childcare or groceries can have negative health consequences for parents and children.



Source: Children's HealthWatch Data, 2002-2011

Figure 1: About half of Children's HealthWatch Baltimore families experience housing insecurity.

> Affordable Housing Protects Child and Maternal Health and Well-Being

In our sample of nearly 5,000 Baltimore families with children under age four, Children's HealthWatch found that just 49% were stably housed. Housing insecurity is associated with poor health outcomes in children in Baltimore. Compared to those in stably housed families, children in housing insecure families were more likely to experience:

- fair/poor health,
- developmental delays and
- food insecurity (a known child health risk).

Conditions including crowding or being behind on rent are often invisible to society, but can have drastic effects on child health. Children in families behind on rent were **49% more likely to be in fair or poor health** compared to stably housed families.

Additionally, children in families who were crowded or behind on rent were approximately **22% less likely to be classified as "well"** on a composite scale of child well-being than were children in stably housed families.

Mothers in good health are better able to care for their children.³ Unfortunately, housing insecurity also negatively affects maternal health and well-being. Housing-insecure Baltimore mothers were significantly more likely to experience depressive symptoms and to be in fair or poor health than were those stably housed.

Children's HealthWatch research shows families sacrifice basic necessities when they confront the gap between the cost of housing and their ability to afford it.⁴ Compared to families in secure housing, those behind on rent were also significantly more likely to:

- be food insecure (household and child)
- be energy insecure (likely to have had a threatened or actual utility shut-off)
- forego needed healthcare
- forego basic needs to pay for healthcare

Summary of Findings

- 1. Young children in families who are behind on rent are at increased risk of developmental delays compared to young children whose families are housing secure.**
- 2. Young children in families who move frequently are more likely to be hospitalized than are young children whose families are housing secure.**
- 3. Young children in families that live in crowded housing are more likely to experience household and child food insecurity than are young children in housing-secure families.**

Families are **housing insecure** if ANY of the following situations apply. They:

- move frequently (two or more times in the last 12 months),
- are crowded (more than two people per bedroom or doubled up temporarily with another family for financial reasons),
- were behind on rent at any point in the last twelve months.

 **CHILDREN'S HealthWatch**
www.childrenshealthwatch.org

A non-partisan pediatric research center that monitors the impact of public policies and economic conditions on the health of low-income young children.



Definitions:

Fair Market Rent (FMR): The rent a property could command in an open, competitive and unrestricted market. FMR for a two-bedroom apartment in Maryland is \$1,291/month.

Affordable Housing: According to the U.S. Department of Housing and Urban Development, rent/mortgage equal to or less than 30 percent of household income.

Food Insecurity: When families lack access to enough food for all family members to enjoy active healthy lives. Food insecure children are more likely to be hospitalized, have developmental delays, have iron-deficiency anemia, and/or be in fair or poor health.

Child Food Insecurity: A more severe level of food insecurity; occurs when children experience reductions in the quality and/or quantity of meals because caregivers can no longer buffer them from inadequate household food resources.

Energy Insecurity: Lack of consistent access to enough of the kinds of household energy (e.g. electricity, natural gas and heating oil) needed for a healthy and safe life.

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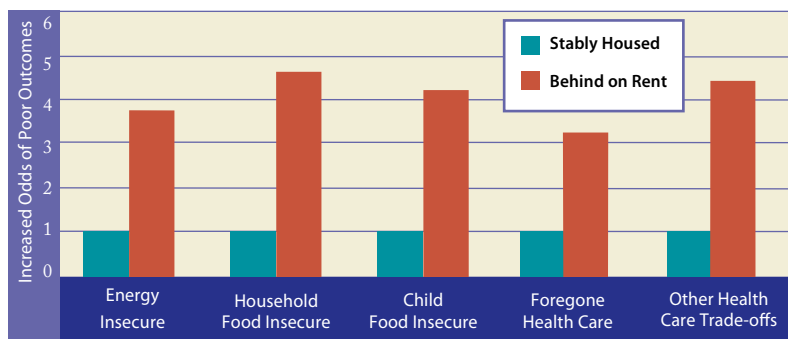
This Policy Action Brief was prepared by Ingrid Weiss, MS, Policy Analyst, Stephanie Ettinger de Cuba, MPH, Research and Policy Director, Maureen Black, PhD, Co-Principal Investigator, Grace Paik, BS, Site Coordinator, Ashley Schiffmiller, Program Coordinator, John Cook, PhD, Co-Principal Investigator, Justin Pasquariello, MBA, MPA, Executive Director, and Sharon Coleman, MS, MPH, Statistical Analyst.

Children's HealthWatch would like to thank Barbara Samuels from ACLU of Maryland for her thoughtful review of this work.

Figure 2:
Families behind on rent struggle to pay for other basic needs.

All comparisons statistically significant at $p < 0.05$

Source: Children's HealthWatch Data, 2002-2011



Policy Solutions Within Reach

"We have all these houses. Why can't we fix up these houses? Our homeless rate would go down. The Section 8 list, the housing list, would not be ten thousand strong. I got my housing letter. I'm actually 9,584 on the waiting list. That's where I am. Why I am nine thousand something and there are all these houses in Baltimore city that are vacant, not just in this area but throughout the whole city? Why can't we go and fix these houses up?"

Shaunte B., Witnesses to Hunger Baltimore

Previously, Children's HealthWatch has shown that **children living in subsidized housing are less likely to be seriously underweight, and more likely to be food secure and classified as "well"** when compared to children on the waitlist for housing support.⁵ Increased investments in quality, affordable housing will help to bring families off the waitlist and improve the health of Baltimore children in early childhood: a period of rapid growth and development when they are uniquely vulnerable to deprivation. Safe housing options are needed for families, particularly for pregnant women, who are residing in harmful housing-insecure situations.

While Children's HealthWatch analyses are focused on housing security, we know that poor neighborhood conditions affect the well-being of children, regardless of whether their families are housing insecure.⁶ Children deserve to live in stable housing in safe and healthful neighborhoods where they can grow and thrive. Reaching this goal requires short- and long-term interventions. The Emergency Assistance to Families with Children homelessness prevention program and the Rental Allowance Fund housing subsidy program, temporarily assist families. But longer term housing voucher programs, like the Baltimore Housing Mobility Program, have the potential to reach many more families. Such programs must be adequately funded and coordinated with short-term assistance to ensure all the state's children are able to receive the assistance they need—when they need it—to be healthy and reach their full potential.⁷

Conclusion

Children's HealthWatch research shows stable, affordable housing improves child health and family well-being. Investing in affordable housing and programs to stabilize family housing situations can reduce health care and education costs now and in the future. We can preserve, improve and expand access to quality affordable housing—every child in Baltimore deserves a safe, stable place to call home.

¹ 2010 American Community Survey. Washington, DC: U.S. Department of Commerce, Census Bureau. 2010.

² Brave E et al. Out of Reach 2012. National Low Income Housing Coalition. 2012.

³ Williams CD et al. Mother and child health: delivering the services. Oxford University Press. 1994.

⁴ Cutts DC et al. U.S. Housing Insecurity and the Health of Very Young Children. AJPH. 2011.

⁵ Bailey K et al. Overcrowding and Frequent Moves Undermine Children's Health. Children's HealthWatch. Policy Action Brief. 2011.

⁶ Leventhal T and Brooks-Gunn J. The neighborhoods they live in: the effects of neighborhood residence on child and adolescent outcomes. Psychol Bull. 2000.

⁷ Leventhal T and Brooks-Gunn J. Moving to Opportunity: an Experimental Study of Neighborhood Effects on Mental Health. Am J Public Health. 2003.

⁸ Sharkley P and Elwert F. The Legacy of Disadvantage: Multigenerational Neighborhood Effects on Cognitive Ability. AJS. 2011.

