

The Family Tree

Annual Board Meeting
June 1, 2021
 5:30 pm to 7:00 pm
 Location: Irvine Nature Center
 Reception Immediately Following

AGENDA

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|-----------------|--|----------------|
| 1. | Welcome & Approval of Consent Agenda – Sally Bauer
A. Minutes from April 13, 2021 Board Meeting
B. Minutes from May 25, 2021 Executive Committee | 5:30 – 5:40 pm |
| 2. | Executive Director’s Report – Pat Cronin
A. Moving Families Forward Report
B. Approve FY22 Strategic Plan | 5:40 – 5:50 pm |
| 3. | Annual Business
A. Approval of FY2022 Operating Budget – Chris Johnson
B. Approval of Leadership FY 2022 – Kyle Gore
C. Approval of Board Terms FY 2022 - 2024 – Steve Shaw | |
| 4. | Event Update – Steve Shaw & Stefanie Woodhouse
A. Sip & Savor
B. Lace Up to End Child Abuse | 5:50 –6:00 pm |
| Reception Break | | |
| 5. | Accomplishments & Special Recognition – Sally Bauer | 6:30 –6:50 pm |
| 6. | Presentation of the Gavel – Sally Bauer | 6:50 – 7:00 pm |

Important Dates

Saturday, October 9 at 6:00 pm – Sip and Savor – Revel in Community
 Saturday, October 30 – Lace Up to End Child Abuse



Annual Board Meeting Minutes

April 13, 2021

Location: Zoom

MEMBERS PRESENT: Jeanne Aarsand, Sally Bauer, Paul Cooper, Doug Brinkley, 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, Ann Rosenberg, Steve Shaw, Betsy Sherman, Josh Slater, Lois Shofer, Xandy Waesche, Sarah Sheckells, Brian Weatherford, Sarah Woods, Stefanie Woodhouse, Liz Wurster

MEMBERS EXCUSED: Charles Roebuck, Brad Downs, Tom Hauser, Dennis Graul, Ellen Macks, Erik Nachbahr

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

AGENDA

- | | | |
|-------|---|--------------|
| I. | Mission Moment, A Year Later – Stacey Brown | 5:30-5:40 pm |
| II. | Welcome – Sally Bauer | 5:40-5:50 pm |
| | 1. Leadership Fy22 Update | |
| III. | 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 | |
| IV. | Sip & Savor – Revel In Community – Steve Shaw & Kelley Harrison | 5:55-6:10 pm |
| V. | 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 | |
| VI. | Finance & Facilities Report – Chris Johnson | 6:20-6:30 pm |
| | 1. Third Quarter results & Projections | |
| | 2. Loan Update | |
| VII. | FY22 Strategic Plan – Stacey Brown & Mary Francioli | 6:30-6:40 pm |
| VIII. | 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 | |
| IX. | Closed Session – Sally Bauer | 6:45-7:00 pm |
| X. | 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

Recorder: Allie Cook

ISSUE #1: Welcome and Introduction

SUMMARY OF DISCUSSION: Sally started by welcoming everyone to the meeting and thanking them for coming. She started by acknowledging the loss of Pat's husband, Tom. She thanked staff and Board for their support of Pat during this difficult time. Pat wishes she could be here, but she will be back to work soon.

ISSUE #2: Mission Moment

SUMMARY OF DISCUSSION: Stacey updated the board on what is our one-year anniversary of moving our programs and services to virtual platforms. When Stacey thinks back, she could not imagine how we would do this at the beginning, but now we have figured it out. We have transitioned every program to virtual, and really shined in the community education side. For KCP we have also been able to offer academic assistance and she is so thankful to have been successful in the transition.

ISSUE #3: Approval of Consent Agenda

SUMMARY OF DISCUSSION: Sally asked for an approval of the minutes, Lois Shofer moved to approve, and Tom McDonald seconded. Sally asked for a motion to approve the executive committee meeting minutes, Lois Shofer moved to approve, and Stefanie Woodhouse seconded.

ISSUE #4: Sip and Savor

SUMMARY OF DISCUSSION: Kelley and Steve Shaw will talk about the October event that is really shaping up. Nothing is final, but the committee has made some headway. Kelley gave the details, October 9th at Sagamore, 6pm-10pm. We have three co-chairs, Steve and Susan Shaw, Mohan and Kim Suntha, Ashton and Becky Newhall. Without Great Chefs' and without being together for so long, we are taking this time to try to celebrate the resilience we have shown and regrouped.

This will be a casual event, outdoor, hopefully with around 300 people. Steve spoke more about the event. The goal is to be different than Great Chefs'. This is an opportunity for people who want to gather together. The Newhall's and the Suntha's are well-recognized and solid families in Baltimore. We are really fortunate to have them as the chairs. First, we want to raise a lot of money for TFT. We are hoping to raise more than we have ever raised at a Great Chefs' dinner. Ashton has some ideas and connections to fund this goal. He hopes to get a well-recognized band. We are hoping to get good restaurants to do food stations, high-end beverages and deserts. We envision a few live auction items – unique experiences. Steve thinks we have an opportunity to create an event that will generate income for our cause. If we can continue to get \$700-\$800 from Great Chefs' and push this event to \$1,000,000, this can give our team more money to get out there and push the mission forward. Sally thanked Steve and the other co-chairs. Sally did a special Thank you to Scott Robinson who helped us get the connection to Sagamore. He also connected us to Jocelyn who is wonderful to work with, it is going to be so beautiful! Stephanie McCormick asked if we want corporations to sponsor or more individuals?

We will be reaching out to every who supports Great Chefs' to ask to transition. It will initially be a sponsor driven event, but we hope to sell tickets later in the process. The Newhall's and the Suntha's are excited to get out there and make connections. Sally thanked everyone who transitioned their gifts from Great Chefs' to this event or Annual Fund. Doug Brinkley asked if sponsorships would come with tickets, yes, they will. We can hopefully get a good price for tickets.

ISSUE #5: Executive Director Report

SUMMARY OF DISCUSSION: Stacey gave a brief program status report. All programs are operating virtually, Kids Care Plus is open offering academic support. We are offering one in person class starting this month, we had tried this once before without the best results, but it is going much better this time. Hopefully, people will continue to get vaccinated, and we will be able to offer all programs in person soon. We are also looking into gaps in service and how else we can help, thanks to Hunter for helping us move forward with working with parents of children with disabilities.

Mary updated about child abuse prevention month; Allie showed the landing page on the website. This is the first time we really like their campaign and are using it. Mary thanked Allie for being on the planning committee. John Meyerhoff said he feels like it was created just for us! Stacey spoke about our upcoming PCAA re-chartering. We included the schedule in the packet, and we will be asking some board members to join us to support. We will be sending out a survey to the board and we really need 100% participation.

ISSUE #6: Finance and Facilities Report

SUMMARY OF DISCUSSION: Chris Johnson reported on the third quarter results & projections. He said that our year-to-date 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 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. Phil thinks that the government is going to give us another lifeline. We think this will help us be able to apply for employee retention plan. It looks like we will get a refundable credit against our payroll taxes, based on Phil's calculations we could get \$130-\$140K in a break on payroll taxes.

We are in a good position when it comes to liquidity, this was reviewed by the finance Committee who agreed we are in a strong 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). 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. Chris spoke about the snapshot of the portfolio's value, performance, and portfolio allocations at 2/28/21 that is in the packet. 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 Calendar Year To Date, 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%)

Chris said the 990 has been sent to the board for approval. Please send any comments back to Phil by tomorrow. Lois asked if the second PPP will be forgiven, we hope but do not have a guarantee on that. Sally asked if we are applying for a 3rd, Phil said it is not a loan. It is a retention credit, if we have the same amount of FTE and have drops of revenue, you can take

credit against your payroll taxes. Sally thanked Phil for all his work keeping us up and running this year.

ISSUE #7: FY22 Strategic Plan

SUMMARY OF DISCUSSION: We are creating next years strategic plan based on our unachieved deliverable in FY21 due to COVID. We have three unfunded program positions that we did not fill, and we are hoping to bring back. We also have 3 contractual positions to focus on including PR, advocacy, and research collaborations. We have a goal to raise the profile in The Family Tree in the media and in Annapolis is a huge priority. Pat, Mary, Sally, and Stacey have met with Lisa Harris Jones on how we can be more involved in Annapolis. This year has been more challenging since we cannot go down and visit. Our Fiscal year 22 target is to serve 30,000 people with a budget of \$4,000,000.

We have three major goals, the first one being our Family Impact goal.

Goal one – Family Impact. Primary Prevention focus includes programs provided to all parents, including those at risk, with an effective, researched-backed continuum of programs and services in key areas of the state. Including BCCRC, Helpline, Public Engagement, ACE Interface, Family Connects Maryland. Our strategies include sustaining and expanding the Family Connects Maryland to all of Baltimore County. Currently, we only offer the program to specific zip codes right on the city-county line. We want to enhance support to the general parenting population including adding a parent navigator system. It will be a case manager of sorts to help connect the parents we serve with other needed community resources. This will follow a similar model to Family Connects Maryland. Being virtual this past year has helped us expand our services. Our next goal is to advance our Training Institute, including ACE Interface. We want to continue to develop new partnerships and new trainings to meet the changing needs of our community. We will also continue to provide training, tech assistance to prospective and existing providers in City; offer mental health consultation to families & providers. Next, we want to focus on secondary prevention. We will expand and deepen its work with families impacted by adversity. This includes Family Education, Home Visiting, and Anger Management. Our Strategies include sustaining research tested programs that meet the needs of distressed families. We plan to adopt evidence informed components in Family Education. Enhance intensive services to families through Kids Care Plus respite services.

Goal 2 – Community Impact. We want 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. These strategies include harnessing technology to build an interactive, comprehensive education and support platform for all families. We will be conducting focus groups to figure out the best way to launch an e-learning and telehealth platforms. Should we consider on-demand courses? We also want to upgrade the conference room furniture to support a hybrid model for classes. We will also be getting a green screen for webinars. We have completed the staff and board sections of the website and will eventually make a client log in. This will show their schedule and when they log in as well as any related content they should look at. Another big priority includes developing an expanded content marketing and PR strategy to engage the general public, professionals, and businesses and civic leaders. This has been a goal of The Family Tree for years, but we have not been very successful. We are hoping to partner with a PR firm to help with this. We also plan to bring back “Parenting Break” on Facebook Live. Another strategy includes creating community engagement campaigns that infuse positive social norms to increase the dialogue about child abuse and neglect and mobilize action throughout the state. We have done a number of these over the years, and we are

lucky to have PCA to help support these. Increase participation in our family and community engagement activities, we are hoping to start a virtual family meeting. These will be like the cultivations we had years ago but virtual.

Goal 3 – Societal Impact. Finally, our last goal is to advocate for stronger public policies, regulations and funding that promote child safety and family wellbeing. We will do this by building greater influence and credibility with advocacy partners, policy makers, influencers and government officials to secure our prevention agenda. We hope to increase exposure of TFT's mission, capacity and outcomes to policy makers and other legislative influencers via PR and digital content strategies. We want to secure consultant lobbyist to develop an implementation plan to secure a designated fund for TFT through champions and influencers in State Government. The ultimate goal is to get a designated fund for The Family Tree and our programs. Lois said we should be careful when using the word lobbyist. It has been politicized right now and can be misleading. Yes, we will work on that. Lisa Harris Jones told us we need to go in with specifics. We need to know how much money we want and what we will do with that money planned. Lois also said we should look into subgroups to be more targeted.

Mary read out the fundraising strategies:

1. Transform our fundraising capacity to reach budgeted goals with strategies that are aligned and sustainable over time.
2. Continue to build our individual and corporate major gift program, widening our net of supporters.
3. Launch a special fundraising appeal to honor the outgoing Executive Director.
4. Focus on identifying, cultivating, and soliciting new supporters to the organization.
5. Expand our Planned Giving and Foundations programs.
6. Create a new low dollar event that can raise money through sponsorships and bring a larger group of supporters to our mission.

ISSUE #7: Open Discussion

SUMMARY OF DISCUSSION: Allie previewed the board section. Lois wanted to be sure we work on a two tier sign on. John Meyerhoff thinks that the board bio's and the staff bio's should be available to both groups.

Sally thanked Jeanne and Kurt for connecting us with Taco Bell to give \$1 for two weeks. We raised \$46,000 for The Family Tree. This is going to be a huge help and the money will go towards the fall event. Jeanne said she was so thankful for the team for being "on it" when it comes to promotion. Jeanne said they are excited for the event coming up in the fall. We have three really great chairs who are doers and really want this to be successful. We are hoping to start a lot of new conversations about The Family Tree from this event and get a lot of new people involved. Sally also asked that we will be reaching out to the board soon for a one-year pledge soon, we need to work hard to close the gap. Nominating and governance is working hard on the leadership slate. We are hopeful for an outdoor, in person meeting in June.

Staff logged off and the board met for a closed session.

Meeting adjourned at 6:41pm.



The Family Tree

Raising families up.

Executive Committee
Tuesday, May 25, 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, Kyle Gore, John Meyerhoff, Tom Peltier, Sally Bauer

MEMBERS EXCUSED: Charlene Hayes, Tom Hauser, Steve Shaw

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

AGENDA OVERVIEW:

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

- I. Welcome – Sally Bauer 12:00 p.m.-12:05 p.m.
- II. Approval of March 23, 2021 Minutes & Mission Moment 12:05 p.m.-12:10 p.m.
- III. President's Report – Sally Bauer 12:10 p.m.-12:15 p.m.
- IV. Executive Director’s Report – Pat Cronin 12:15 p.m.-12:20 p.m.
- V. Brief Committee Reports 12:20p.m.-12:45p.m.
 - A. Finance and Facilities Chris Johnson/Phil Saracino
 - B. Development Gary Marino/Tom Peltier
 - 1. Sip and Savor
 - 2. Lace Up to End Child Abuse
 - 3. Spring Appeals
 - C. Nominating & Governance Steve Shaw/Kyle Gore
- VI. Closed Session

SAVE THE DATE!!

General Board Meeting June 1, 2021- Irvine Nature Center
Prevent Child Abuse America Rechartering: June 21-23 am; Zoom
Sip and Savor – Revel in Community – October 9, 2021 Sagamore Farms

Recorder: Jennifer Wolff

ISSUE #1 – Welcome and Approval of Minutes

SUMMARY OF DISCUSSION:

Sally Bauer welcomed the group. Minutes from March 23rd meeting were approved as submitted. Mission Moment deferred.

ISSUE #2 –President’s Report

SUMMARY OF DISCUSSION: Sally announced she will keep this brief as she will have more to say at our next Board Meeting in June. It is very bittersweet for this to be her last Executive Committee meeting as Board President. She thanked everyone for their hard work this past year. All the board and staff, especially Stacey Brown, have done such a fantastic job given a difficult year due to the pandemic and keeping our programs running virtually. Sally also thanked Phil for all his efforts in securing loans and tax credits.

ISSUE #3: Executive Director’s Report

SUMMARY OF DISCUSSION: Pat announced how grateful she feels for our team and getting through such a challenging year. She will also keep remarks brief as we will review a final report of all activities at our June Board Meeting.

- Because of staff’s hard work we expserved 30,000—a milestone we wanted to achieve. Stacey will share dashboard with details.
 - Baltimore Babies Project: Although we had many accomplishments this past year, we also had a fair share of challenges, such as the Baltimore Babies Project- the 6-month follow up study evaluating Family Connects Maryland. The research study had to pivot to virtual because of the pandemic. Despite lower than hoped enrolled families, we did receive positive findings which replicated those from the previous random control trials conducted Duke University. Positive findings include : babies receiving Family Connects home visiting had fewer pediatric/clinic visits for an illness, injury or emergency which was statistically significant; mothers had fewer medical/clinic visits for an illness, injury or emergency; finally, infants were more likely to be read to than even day families who did not receive the program. born babies.
- a. Advocacy: We had some successes related to trauma and ACE’s notably a bill authorizing a Commission focused on preventing ACE’s and ensuring a trauma informed response was legislated. The Governor’s Executive Order re: ACES is in the packet. We will continue to support the passing the Statute of Limitations on Child Sexual Abuse Bill, despite 3 years of not being successful.
 - b. Program Dashboard: Stacey gave an overview shown on the screen of the numbers projected for our 4th quarter. We are expecting to exceed our goal of 25,000 participants served and reach 30,000—largely due to a very large ACE training we had the opportunity to hold early in the 1st quarter. We will soon be holding another large ACE training event where Laura Porter will be coming in to help facilitate. Stacey will follow up on Jeanne Aarsand’s conversation with Mohan Sunta, Head of University of MD who is very interested in hosting an ACE training there.

ISSUE #4: Finance & Facilities Committee Report

SUMMARY OF DISCUSSION:

- **Operating Results:** Chris Johnson reviewed the 11- month Operating Results, shown on screen. The operating results show the organization experienced a \$1.2 million operating loss. This loss was expected as result of the cancellation of the Great Chefs Event. However, when we add back the PPP #1 loan forgiveness and release \$330,000 of BOD pledges recorded in FY 19 the loss is reduced to \$400,000. Our projections for the remainder of the year predict that we will not make up that loss operationally. But if our investments maintain their gains, our audited Financials will show a net income.
- **Statement of Financial Position.** The organization's financial positioning continues to be very solid.
- **A snapshot of the portfolio's value,** performance, and investment allocations at 4/30/21 showed the entire portfolio was up 2.6% in April and up 22.3% fiscal YTD. It is invested 76% in equities and 24% in Fixed Income in compliance with our investment policy.
- **The committee reviewed and approved the proposed FY 22-line-item Operating Budget.** The budget was based on combination of historic results as well as estimates based on Management's expectations inclusive of strategic plan initiatives. It is also predicated on our intent to reopen the facility on a hybrid basis in September. The total budget comes in at \$4,500,000 and when compared to last year's budget represents a 21% increase. Salaries expense (\$2.85 million), our biggest cost, assumes 51.4 FTE's and is a 3 FTE increase from last year. This increase stems mainly from the expansion of the Family Connects Maryland Program into Baltimore County. FY 22 Salaries includes a 2% COLA for all staff effective 7/1/21. The budget assumes that we will maintain funding of all existing Govt grants and be able to hold 3 Events in FY 22. With those assumptions we still need to use \$81,000 of program reserves to break even. We have budgeted very conservatively, but if the revenues fall short, we have several options that we can use to keep the strategic plan moving forward. Options include tapping additional existing cash reserves, using funds from the Next generation account, curbing expenses, or any combination. The organization is budgeted to generate 46 % of its funding from the public sector while 54% will come from the private sector. The FY 22 budget spends 74% on salary and fringes, 7% on Professional fees and 19% on all other costs.
- The committee then reviewed and approved **FY 22 Capital budget.** The proposed budget includes spending \$170,200 in Capital Expenditures (building Improvements \$44,500 and \$125,700 worth of IT infrastructure). Strategic plan initiative calls for transforming the Conference Room into a Technology center (estimated cost \$25,000). We also included costs to market, design and test a new application that will help us get to more services for participants via remote access; and additional costs associated a security system recommended by Helion.
- Chris asked for **motions to approve** FY22 operating and capital budgets. Committee approved both.

ISSUE #5: Development

SUMMARY OF DISCUSSION:

- a. Sip and Savor -Mary Francioli presented the Sip and Savor flyer as well as the sponsorship levels. We have currently raised over \$307,000. The band has not yet been announced, however, it will be Blues Traveler. There will be food/drinks, the

auction and then the band will play. There will be some tables for higher donors. We are thinking there will be a max of 400 people. Not sure that we will be able to have more than that. Time will tell. We have set a goal to raise 1.2 million and are working to keep costs at \$130 per person. We have a lot of in-kind food and alcohol donations but will happily accept more. Sagamore Farms is donating whiskey and Labrey Wine's is donating wine. Kyle Gore says he could possibly get someone to donate Budweiser beer. Sally asked if we could change the font on the sponsorship page. Mary also showed the Sip and Savor portion of the website along with the video that we will show at the event. Mary also responded to questions related to the sponsorship levels and ticket allocation.

- b. Lace Up – Will take place on October 30th. Stephanie Woodhouse and Brad Downs have agreed to chair the event. Our idea is to have it by the statues M&T Bank Stadium which we think will be really fun.
- c. Famfest- we did not budget any money for this event. We are getting opinions from staff on whether we will continue this event. If we do, I will no longer be a fundraising event.

ISSUE #6: Nominating and Governance

SUMMARY OF DISCUSSION: Kyle Gore presented the leadership slate (found in packet); Board terms; and asked for motions to approve: Presentation of the Leadership Slate. Committee motioned to approve/second both.

Class of FY22 – we will not be nominating any new board members in June but do plan for nominations this fall. The committee reviewed chairs of each committee. It was noted that this year, Investment sub- committee will become part of Finance, Facilities and Tech. Details are being confirmed with Andrew Michael, Treasurer.

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



FY21 End of Year Impact Report

In this strangest of all years, I am so proud of the way The Family Tree leapt into action, adapted to changing circumstances, and provided services to struggling families. We work hard every day to make sure we are there for families in need, giving them support and encouragement every step of the way. We have been nimble and flexible. Our staff are warriors. They never stop serving families, and we are ready and eager to open our doors again and have families stream in.

Here is a report of our notable accomplishments for FY2021. Still in the thick of the pandemic but seeing some light at the end of tunnel, working creatively with our families and partners we were able to serve a record 30,000 individuals. I think you will agree we were able to achieve on an outstanding level. Of course, none of this would have been possible without your unflinching support. We remain both proud and deeply grateful.

Investing in Children, Prenatal through Early Childhood

Our Baltimore City Child Care Resource Center (BCCCRC) provided training, technical assistance, and support to over 2,290 early care and education providers in Baltimore City.

- Infant & Early Childhood Mental Health Consultation services were provided to 29 Baltimore City children in child care. The program also provided consultation services to eighteen child care providers who were struggling with the behavioral management of a child or children in their care.
- The Maryland Family Care Boost Project got off the ground in March with 20 family child care providers committing to an 18 month project that will strengthen business practices through business training and coaching and the use of a child care management system.
- BCCCRC continued to provide virtual training and support to 11 family child care providers in a 15-month program that is designed to help them earn a highly recognized credential in the industry, the Child Care Development Associate. The current cohort of eleven will finish all requirements for the CDA in the summer of 2021.

Family Connects Maryland (FCM) provided 1 to 3 virtual home visits to 285 new Baltimore City mothers delivering at Sinai Hospital. In December, we also began offering FCM services to Baltimore County mothers in select zip codes, successfully enrolling a total of 65 mothers.

- The Baltimore Babies Project, is the evaluation component of FCM. The study was designed by Professor Lisa Berlin, PhD at the University of Maryland School of Social Work utilizing a randomized controlled trial (RCT). The study period was from July 15, 2019–March 13, 2020. More than half of the 6-month post birth home visits were conducted virtually due to the pandemic. The analysis of the demographic data did not reveal between group differences. Comparisons revealed a small number of positive group differences between families who completed the home visiting program (odd group) compared to those families who did not

receive the service (even group). These positive outcomes for moms/infants are aligned with previous RCT conducted Duke University. Characteristics of families receiving FCM include:

- infants had fewer pediatric/clinic visits for an illness, injury or emergency; similarly,
 - mothers had fewer medical/clinic visits for an illness, injury or emergency; finally,
 - infants were more likely to be read to than even day born babies.
- FCM is undergoing its second accreditation cycle conducted by Duke University's Center for Family & Child Health.

Healthy Families America (HFA) is a long term (up to three years), evidence-based home visiting program that offers eligible prenatal and perinatal Baltimore City mothers parenting education and support services in their home.

- Healthily Families staff conducted 1,015 home visits to a total of 80 mothers and their new babies. Of the mothers enrolled prenatally, 92% had babies that were born full-term and 97% were developmentally on track.
- Throughout the pandemic, safe, stable, and affordable housing became increasingly more desperate for families. A supportive housing effort was secured that provided a monthly housing stipend to those families enrolled in HFA.

Educating Parents and Supporting Families Where They Are

Family Education Served a total of 580 parents in either our 4-week parenting education program or 10-week anger management program. A total of 80% of those who attended parenting and anger management classes successfully completed the program by attending all scheduled sessions. Pre and post assessment results show that 90% of all completers improved in the areas of discipline and/or parental involvement.

Kids Care Plus Since resuming services in July 2020, our drop-in Kids Care Plus (KCP) program provided 2,500 hours of childcare and academic learning support for children 2 to 12 years of age in either a 3.5-hour morning or afternoon session. Because of the predicament many parents faced with work, child care, and virtual schooling of their children, in September, our KCP program expanded to include academic learning support for children up to 2nd Grade. KCP, which is offered free of charge, has been a lifesaver for many parents needing respite or help juggling work, caring for their young preschool-aged child(ren) or supporting their school-aged child.

Extending our Reach through social media, blogs and Facebook Live, we ramped up both the number and depth of our blogs, publishing over 42 blogs posts during this period, and reaching 8,604 people. Through these efforts, we increased our social media following by 35%.

24/7 Parenting HelpLine and Online Chat fielded 3,300 calls and live chats, providing reassurance, and connecting parents to vital resources, including The Family Tree's own parenting education and anger management classes, plus wider community resources so deeply needed in the COVID-19 environment.

Building Stronger Communities through Partnerships

The Family Tree continued to actively participate on key steering committees and coalitions.

- **Healing City Baltimore** focuses on healing the city from trauma, violence, and racial inequality. The Family Tree proudly serves on the Healing City Baltimore Steering Committee headed by City Council member Zeke Cohen.
- **MD Essentials for Childhood (MEFC)** is a collective impact coalition which The Family Tree co-leads in conjunction with the Maryland State Council on Child Abuse & Neglect. The coalition is inclusive of over 50 professionals and members with life experiences. Its focus is to raise awareness and commitment to safe, stable, nurturing relationships and environments and prevent child abuse and neglect; use data to inform actions; create a context for healthy children and families through norm change and programs; and promote policies that support healthy families and children.
 - During this period, our focus was three-fold. First, supporting families through establishing a coordinated resource response during COVID; second, evaluating the role racism plays in the child welfare system as well as other government systems that can translate into public policy reforms; and, promoting system change and education that prevents childhood adversity.
- **ACE Interface** provides trainings on Adverse Childhood Experiences (ACEs) to members of both the professional and general communities.
 - A total of 15,000 professionals and lay people participated in ACE trainings across the state, expanding the population of those who can engage in community healing efforts.

Making Families and Children a Priority Through Advocacy

The Maryland General Assembly this year was strictly virtual which limited our capacity to host a reception for lawmakers and visiting them ‘face-to-face’ to pitch our brand and seek support for targeted bills. The virtual session’s focus was on financial relief to families and business due to the pandemic; accountability, specifically related to law enforcement; infusing equity, inclusion, and diversity principles in legislation; and considering policies that prevent and respond to children/families exposed to family and community adversities. The Family Tree and other child advocates focused on the following bills:

- Hidden Predator Act of 2021 (SB 134/HB263)—failed, which would eliminate the civil statute of limitations going forward for victims of child sexual abuse; create a lookback window for those victims who have previously been barred by the statute of limitations, allowing them to file suit for a period of two years.
- Trauma Informed Commission & Training (HB548/SB0299)—passed, which will establish a commission to coordinate a statewide effort that will prioritize a trauma informed and responsive delivery of services that impact children;
- Public Schools, CDC Youth Risk Behavioral Assessment (HB0771/SB0548) —technically passed but failed to include questions that schools believe are not appropriate regarding child sexual abuse;
- A Time to Care Act (HB375) —failed; which would establish the Family and Medical Paid Leave Insurance Program that would provide temporary benefits to a worker for up to 12 weeks following the birth, adoption or provide care for self or close family member.

- Corp Diversity, Executive, Mission (HB1210)—passed. This bill requires corporation receiving \$5million annually in state grants to comply with a range of equity criteria related to underserved communities.
- Growing Family Child Care Opportunities (SB711) —passed; which establishes funded pilot projects in the state aimed to increase the supply and sustainable family child care providers in areas of poverty.

Exciting Updates

- The inaugural **Sip and Savor** is set for Saturday, October 9, 2021. This casual outdoor event, held at Sagamore Farm, celebrates our resilience as an organization and as a community.
- The second annual **Lace Up** is slated for Saturday, October 30th and will feature a live race this year, in addition to the virtual component spearheaded last year.
- Awarded: **\$40,000 in Maryland Community Investment Tax Credits**. This prestigious and highly-competitive award will enable us to raise \$80,000 through marketing the tax credits. The funds raised will support Kids Care Plus.

Looking Ahead

We are able to remain at the forefront in the field of child abuse and prevention only through your generous support. In this time of extraordinary stress for families, you have our deepest gratitude. With your help, we continue to transform the lives of Maryland children.



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:

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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. ²⁰

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.

Unaudited

The Family Tree Operating Results - General Fund 11 Months Ended, May 2021

May-21 YTD	May-20 YTD	Variance	
		YTD \$	YTD %
1,527,688	1,260,660	267,029	21.18%
316,834	234,950	81,884	34.85%
369,123	496,536	(127,413)	-25.66%
46,171	439,791	(393,620)	-89.50%
68,804	122,238	(53,434)	-43.71%
50,000	26,000	24,000	92.31%
2,378,619	2,580,174	(201,555)	-7.81%

2,492,842	2,290,032	202,809	8.86%
384,313	376,763	7,550	2.00%
230,839	175,478	55,361	31.55%
46,000	7,748	38,252	493.70%
15,648	19,750	(4,103)	-20.77%
1,081	16,724	(15,643)	-93.53%
4,198	39,225	(35,026)	-89.30%
96,993	38,843	58,150	149.70%
18,382	27,789	(9,406)	-33.85%
33,338	31,404	1,934	6.16%
98,250	155,259	(57,010)	-36.72%
10,192	11,280	(1,088)	-9.64%
12,760	33,585	(20,825)	-62.01%
40,392	80,389	(39,998)	-49.75%
34,112	42,015	(7,902)	-18.81%
27,595	31,661	(4,066)	-12.84%
2,086	2,042	44	2.18%
29,900	25,024	4,876	19.48%
3,578,923	3,405,012	173,911	5.11%

(1,200,304)	(824,838)	(375,466)	45.52%
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530,937			
169	(176)		
14,754	51,877		
79,000	84,600		

(733,444)	(857,385)		
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329,250	870,244		
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	Annual Projection	Approved FY 21 Annual Budget	Variance Projected Vs. Budgeted	
			\$	%
Government Grants	1,702,688	1,408,764	293,924	20.86%
Foundation Grants	440,000	425,000	15,000	3.53%
Contributions	710,000	875,000	(165,000)	-18.86%
Fund Raisers (Net)	46,171	830,000	(783,829)	-94.44%
Program Fees	74,554	113,000	(38,446)	-34.02%
Endowment Revenue	50,000	45,000	5,000	11.11%
PPP Forgiveness / Program reserves	530,937	33,636	497,301	
Total Revenue	3,554,350	3,730,400	(176,050)	-4.72%

Salaries	2,719,464	2,550,349	169,115	6.63%
Benefits	419,239	440,340	(21,101)	-4.79%
Professional Fees	240,839	187,344	53,495	28.55%
Staff Training	48,000	25,000	23,000	92.00%
Volunteer Stipends	17,070	25,000	(7,930)	-31.72%
Volunteer Training/Spt./Recog	1,180	10,000	(8,820)	-88.20%
Travel	4,580	35,000	(30,420)	-86.91%
Participant Supplies/Incentives	105,810	35,000	70,810	202.32%
Supplies	20,054	33,000	(12,946)	-39.23%
Communication	36,337	34,282	2,055	5.99%
Equipment Rental/Maint.	107,182	112,278	(5,096)	-4.54%
Marketing/Public Relations	11,119	20,000	(8,881)	-44.41%
Printing	13,920	36,000	(22,080)	-61.33%
Occupancy	44,064	99,286	(55,222)	-55.62%
Insurance	37,214	36,000	1,214	3.37%
Dues/Subscriptions	30,104	20,000	10,104	50.52%
Delivery	2,276	2,500	(224)	-8.97%
Miscellaneous	32,618	29,021	3,597	12.39%
Operating Expense	3,891,069	3,730,400	160,669	4.31%

Net Operating Income (Loss)	(336,719)	0	(336,719)	
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PPP Loan Forgiveness			
Gain (Loss) On sale of Gifted Stock			
Investment Income			
Depreciation Expense			

Net Income/(Loss)			
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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	202,583
FY 21 Event Pledge (Releasing Lace Up)	268,000	7,500
FY 21 Abell Foundation	15,000	13,750
FY 21 Blaustein Foundation	25,000	22,917
FY 21 Myers Foundation	5,000	4,583
FY 21 GC Pledge Released to Annual	85,000	77,917
Net Restriction	619,000	329,250



*Summary of Operating Results
11 Months Ended February 2021*

Revenues:

Government Grants:

Government Grant revenue year-to-date is \$1,528,000 and is 21% 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 \$317,000. It is well ahead of last year's pace at the end of May. 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 exceed budget expectations as we have heard from several foundations that have indicated an award was forthcoming (PNC Foundation & Krieger Fund).

Contributions:

Contributions year-to-date are \$369,000 which is behind last year's revenue by \$127,000. 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 \$46,000 and way behind last year's pace. Here, the year over year variance is driven the pandemic's effect on events. 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 \$69,000 which represents an 44 % 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 BCCCRC 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 \$337,000 of the Program Reserve this year.

Expenses:

Salaries:

Salary expense to date is \$2,492,000 and compared to a year ago is 9% 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 \$384,000 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 \$231,000 and is \$55,000 higher than last year at the end of May. 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. \$52,000 was distributed in April.

Equipment Rental/Maintenance:

Equipment Rental/Maintenance expense to date is \$98,000 and is \$57,000 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 \$40,000 and is \$40,000 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 May, 2021

Current Assets	
Checking/Savings	1,717,433
Accounts Receivable Short Term	552,200
Other Current Assets	
Morgan Stanley MMF	251,268
Morgan Stanley-Next Generation	1,803,452
Morgan Stanley-Weinberg Endowment	<u>975,364</u>
Investments - Morgan Stanley	3,030,084
Membership Interest Vance LLC	300,000
Prepaid Expense	<u>59,568</u>
Total Other Current Assets	<u>3,389,652</u>
Total Current Assets	5,659,285
Fixed Assets	
Fixed Assets Net of Depreciation	<u>1,351,190</u>
TOTAL ASSETS	<u>7,010,475</u>
LIABILITIES & NET ASSETS	
Current Liabilities	
Accounts Payable	164,753
Other Current Liabilities	
Payroll Withholdings	105,309
Salaries Payable	240,938
Other Accrued Liabilities	<u>608,029</u>
Total Other Current Liabilities	954,276
Total Liabilities	1,119,029
Net Assets	
Donor Desiganted Endowment	1,003,173
Donor Designated	289,750
Donor Undesignated	<u>4,598,523</u>
Net Assets	<u>5,891,446</u>
TOTAL LIABILITIES & NET ASSETS	<u>7,010,475</u>

The Family Tree
Portfolio Net Worth & Performance Summary
As of 4/30/21

	Balance 4/30/2020	Balance 4/30/2021	Performance Summary *			Dividends & Cap Gains	
			Month	Fiscal YTD	Basis	Month	Fiscal YTD
Morgan Stanley Money Market Fund	\$ 214,779	\$ 251,268				\$ 3	\$ 34
Next Generation Fund:	\$ -						
Morgan Stanley	\$ 1,695,100	\$ 2,200,179	2.8%	24.1%	28.7%	519	\$ 41,253
	\$ -	\$ -					
Total Next Generation:	\$ 1,695,100	\$ 2,200,179	2.8%	24.1%	28.7%	519	41,253
	\$ -						
Weinberg Fund:	\$ -						
Morgan Stanley	\$ 957,512	\$ 1,188,996	2.8%	23.0%	33.3%	336	\$ 23,468
	\$ -	\$ -					
Total Weinberg:	\$ 957,512	\$ 1,188,996	2.8%	23.0%	33.3%	336	23,468
	\$ -						
TOTAL BALANCES	\$ 2,867,391	\$ 3,640,443	2.6%	22.3%	30.3%	\$ 858	\$ 64,755

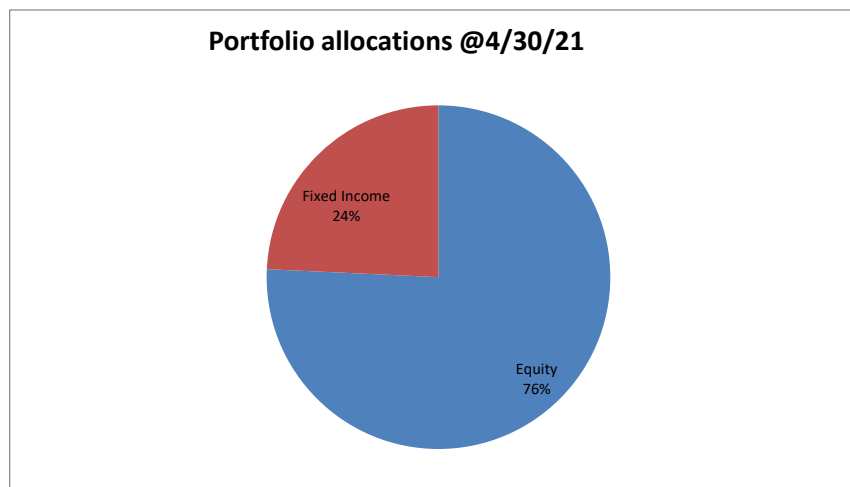
Weinberg Endowment Draw 9/20 \$50,000

*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	54%	46%
Total	52%	48%

Portfolio Performance & Advisor Fees @ 4/30/21				
	CYTD	1 Year	3 Year	5 Year
Advisor Fees	\$ 7,332	\$ 20,335	\$ 57,776	\$ 101,873
TFT Performance	7.1%	29.5%	9.8%	10.0%
TFT Performance (With Advisor Fees added back)	7.3%	30.2%	10.5%	10.8%
Performance of the Blended Index in IP	8.3%	36.5%	12.0%	11.5%

Portfolio Allocations (Weinberg)	Value \$	Percent
Equity	\$ 872,216	73%
Fixed	\$ 316,780	27%
Total	\$ 1,188,996	100%
Portfolio Allocations Next Generation		
Equity	\$ 1,694,843	77%
Fixed	\$ 505,336	23%
Total	\$ 2,200,179	100%
Portfolio Allocations Combined		
Equity	\$ 2,567,059	76%
Fixed	\$ 822,116	24%
Total	\$ 3,389,175	100%



FY 22 Operating Budget

	Approved 2021 Budget	Proj FY 21 results as of 5/21	2022 Proposed Budget
Salaries - Full Time (Net of Turnover Savings)	2,362,907		2,616,105
Salaries - Part Time	177,841		177,165
Holiday Bonus(FY 21)/COLA (FY 22)	9,600		56,740
Total Salaries	2,550,349	2,719,464	2,850,010
FICA & Medicare	195,102	0	218,026
Health/Dental/Life Insurance	204,081	0	213,924
Other Fringe Benefits	41,158	0	50,302
Total Benefits	440,341	419,239	482,251
Professional Fees	187,344	240,839	325,400
Staff Training	25,000	48,000	22,500
Volunteer Stipends	25,000	17,070	19,000
Volunteer Training/Spt./Recog	10,000	1,180	8,603
Travel	35,000	4,580	21,225
Participant Supplies/Housing	35,000	105,810	318,391
Supplies	33,000	20,054	24,375
Communication	34,282	36,337	36,908
Equipment Rental/Maint/ Software Licensing	112,278	107,182	122,991
Marketing/Public Relations	20,000	11,119	60,000
Printing	36,000	13,920	24,468
Occupancy	99,286	44,064	72,137
Insurance	36,000	37,214	37,908
Dues/Subscriptions/Credentials	20,000	30,104	44,921
Delivery	2,500	2,276	2,000
Miscellaneous/Finance Costs	29,021	32,618	28,900
Total Expense	3,730,400	3,891,070	4,501,988
Revenue			
Foundation	425,000	440,000	450,000
Government Grants	1,408,764	1,702,688	2,008,193
Contributions	875,000	710,000	800,000
Special Events	830,000	46,171	1,040,000
Weinberg Endowment	45,000	50,000	50,000
Program Fees	113,000	74,554	72,700
Program Reserves/PPP Forgiveness	33,636	530,937	81,095
TOTAL REVENUE	3,730,400	3,554,350	4,501,988
Gain (Loss)	0	-336,720	0
Release of Revenues Recorded in Prior Years for FY 22			
FY 21 GC Board Gifts (events) Shifted to S&S			227,000

Govt Grant Revenues	Professional Fees
MD DOH FCM 200,000	
DHS Maltreatment 244,674	
FLBC Healthy Families 507,956	ACE Train the Trainers 50,000
MFN I&T 64,225	Clinical Supervision 10,000
MSDE FCM 300,000	Stressline Coverage 10,400
MFN PD&CB 194,088	U of MD research Contract 50,000
MSDE ECMH 165,400	Advocacy Contract 50,000
CDBG 34,850	BCCCRC Trainers & Emotional Wellness Conference 23,000
FLBC Housing 297,000	Audit 25,000
2,008,193	Outsourced Mail House for Development 5,000
Events	Durham Connect Monitoring 10,000
Great Chefs 500,000	Public Relations Campaign/Dev Volunteer Corp 60,000
Lace Up Event 40,000	Payroll/HR Service 7,000
Sip & Savor 500,000	Consultant/Focus Groups 25,000
1,040,000	325,400
Program Fees	Communication
FFS Bill (STEM) 10,000	Local Service 8,863
Misc Training Fees 5,000	Long Distance 2,510
City Space Rental 18,000	800 Line 5,662
BCCCRC Training Fees 39,700	Cell phone service 11,866
-	Internet 6,148
72,700	Web Hosting/Zoom 1,859
Fringe Benefits/HR Costs	36,908
FICA & Medicare 218,026	
Health, Dental, Life Ins 213,924	Equipment Rental/Maint/ Software Licensing
Worker's Comp. 19,897	Copier Lease and usage 30,489
TBD Staff Benefit 5,000	Equipment Repairs/ upgrades 31,179
Screening & Hiring Costs 1,235	Software Licensing Costs (Penelope/HubSpot/R/E) 57,323
Unemployment 10,000	Minor Equipment Purchases 2,500
Recruitment 14,169	Postage/Coffee Machine Rent 1,500
482,251	122,991
Occupancy Costs	
-	Security/Fire/Permits 3,809
Miscellaneous	Gen Main/Exterminator/HVAC/Snow Removal 20,335
UBIT Taxes 1,100	Utilities 22,173
Bank Charges 2,400	Janitorial 25,821
Credit Card Fees 5,000	
Investment Mgr Fees 20,400	
Total 28,900	Total 72,137

Estimated Number of Clients Served = XXXXXXXXXXXX Avg Cost per Client = XXXXXXXX



FY 2022 Operating Budget Overview

The Fiscal Year 2022 Operating Budget is based on a combination of historic results, as well as estimates based on what management expects to occur in the coming year inclusive of anticipated strategic plan initiatives and Government Funding. The following is a brief description of the Budget.

The FY 22 budget is predicated on the assumption that we resume to hybrid operations in September and normal operations in the second half of the fiscal year. Providing the government grant funding arrives as expected, PPP #2 is forgiven, and events occur as planned we do not anticipate cash shortfalls. Should cash shortfalls occur, the organization can access its line of credit, access Next Gen Funds, request expedited payments from Board Pledges and Grant Receivables, and curb expenditures (or any combination thereof).

Income

Government Grants

Government revenue includes grants anticipated as of July 1, 2021:

DHR – Child Maltreatment	244,674
FLBC – Healthy Families	507,956
FLBC – Housing	297,000
MSDE Early Childhood MH	165,400
CDBG Block Grant	34,850
MSDE Family Connects	300,000
MFN Infant & Toddler	64,225
Md Dept of Health FCM	200,000
MFN Prof Dev & Capacity Building	194,088
	<u>\$2,008,193</u>

The MSDE Family Connects Program has awarded for three years. FLBC has also notified us that funding for Housing allowances will continue into FY 22. Additional applicable Government grant proposals will be sent as RFP's are issued.

Foundation Grants

The FY22 revenue estimate for Foundation & Grants is \$450,000. There is always a risk in securing this revenue and the timing of the Foundation gifts could adversely affect achieving this goal in FY 22. This is an increase from FY 21 as the feeling is that the pandemic along with strong stock market performance could lead to increased giving in FY 22

Contributions

The FY22 contributions revenue estimate inclusive of gifts received via the United Way is \$800,000 (a decrease from FY 21). With the Board's 3 year asks completed in FY 21, the organization has decided to just ask for one year of annual fund for FY 22. We've also been awarded \$40,000 in Community Tax Investments to support the Kids Care Plus Program.

Fundraisers/Events

Revenue from fundraising events is estimated at \$1,040,000. This goal assumes net revenue from individual events as follows:

	<u>FY 21 Budget</u>	<u>FY21 Actual *</u>	<u>FY 22 Budget</u>
Sip & Savor		0	500,000
Great Chefs'	800,000	0	500,000
Lace Up		50000	40,000
Total	<u>\$800,000</u>	<u>\$50,000</u>	<u>\$1,040,000</u>

* Due to the pandemic, the only event the organization was able to hold was the Virtual Lace Up event in FY 21.

\$227,000 of pledges for the FY 21 Great Chefs event have been shifted (with donor approval) to the Sip and Savor event.

Program & Other Fees

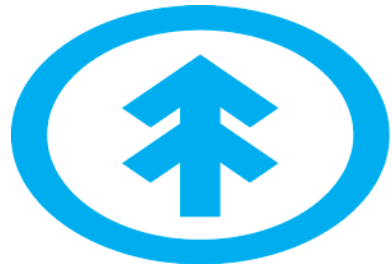
Program fees revenue is estimated at **\$73,000**. This includes \$10,000 from STEM Class billing for individual and group therapy. It also includes \$5,000 from miscellaneous training done throughout the year, \$18,000 of rental income from Baltimore City and \$40,000 from Resource Center trainings fees.

Weinberg Endowment Annual Fund Income:

Based on the Weinberg Fund's Value in the current Fiscal Year, we expect next year's distribution to be approximately \$50,000. These funds will be entirely used to support operations in FY 22.

Program Reserves:

We are budgeting that we will need to use \$81,000 of program reserves by year's end. Due to PPP funding cash operating reserves remain strong in FY 21.



The Family Tree

The Family Tree, Inc.

Fiscal Year 2022 Capital Budget Plan

FY 22 Capital Budget Overview

- * For 2022, Capital Projects/Equipment totaling \$170,200 are proposed. \$44,500 for Building Improvements and \$125,700 in IT upgrades. (Details Attached) Capital asks will be sent to Foundations to support some of these Budget requests. Their support is uncertain and may force us to defer the proposed purchases. The remaining unfunded amt will be funded out of the building reserves account. Capital assets as defined by TFT are those that will cost in excess of \$2,000 and has a useful life of more than one year.

- * Building Fund Reserves As of 5/14/21 is \$84,000.

- * Currently The funding of the FY 20 Capital plan is as follows

* Foundation Grants /Donations	0
* Governemtn Grants	0
* Building Reserve Fund/Operations	170,200
* Hirschorn Foundation	0
* Other Potential Funding Sources could include:	0
Next Generation Fund	
Leveraged Loan	

- * Based on Staff Requests & Strategic Plan future Capital needs include:
 - * Continued replacement of new HVAC unit/Atrium Fans
 - * Equipment for Remote education
 - * IT Expenditures related to Strategic Plan

EXPENSES

Salaries

The salary expense budget for the year is \$2,850,000 and is \$300,000 more than last year's budgeted amount. The increase is mainly driven by the addition of 3.5 FTE, 2.5 of which will be covered by the MSDE FCM expansion grant. The salary budget line includes a \$25,000 merit bonus pool (mechanics of distribution to be determined) and a salary adjustment for two staff (\$3,500), and a 2% cost of living increase for staff effective 7/1 for all staff hired before 1/1/21. Furthermore, we used a turnover ratio savings of 2 FTE. The budgeted salary expenses cover 51.4 FTE. Approximately \$1,282,000 of the salary expense (45%) is expected to be covered by Government Grants.

Fringe Benefits

Benefit expense is budgeted to be 17% of the Salary expense or \$482,000. This forecast reflects a 7% increase in health/dental insurance premiums with no change in the amount of staff contribution toward health care costs and no change in the number of people taking advantage of our benefit package. Unemployment costs can be unpredictable for a reimbursing provider, and therefore we are budgeting \$10,000 for the coming year. We've also included a \$5,000 benefit for the organization that senior management has requested to be used for staff recognition/continuing education/events or other benefits. We've also included almost \$14,000 in recruitment costs.

Professional Fees

The FY 22 professional fees **\$325,400** expense includes:

• Audit /Finance	25,000
• Resource Center Trainers/Wellness Conf	23,000
• University of MD Research	50,000
• Payroll Service & HR Benefit claim processing	7,000
• Stress-line Backup	10,400
• Clinical Supervision	10,000
• Outsourced Mail House for Solicitations	5,000
• Durham Connect Monitoring Fees	10,000
• Focus Groups/Market Research	25,000
• Public Relations Contract	60,000
• ACE Train the Trainer	50,000
• Advocacy Contract	50,000
	<u>\$325,400</u>

Staff Training

The FY 22 budget is **\$22,500**. The amount budgeted is routine annual training for both program and administrative staff and ACE training for staff.

Volunteer Stipends

The FY22 budget is \$19,000 and is a decrease over the FY 21 budgeted amount. The amount budgeted is reflective of a partial return to normal services.

Travel

The FY 22 travel line item of \$21,225 is based on the IRS mileage reimbursement rate of \$.56 per mile and minimal out of town travel for conferences. It covers both programmatic and administrative travel that we expect to start again in the fall.

Participant Supplies/Food

The FY 22 budget for participant supplies/food of \$318,000 and is based on actual FY 21 expenses plus \$270,000 worth of housing allowance for mom's of the Healthy Family program. Most of these expenditures are covered by grant funding and include things like snacks as participant incentives or Diapers or educational resources.

Supplies

The FY 22 budget of \$24,375 is based on the average levels of spending over the last two years, and includes a small inflation factor.

Communication

The FY 22 budget of \$37,000 is based on current year's spending levels inclusive of increased costs as a result of faster internet speeds as well as additional costs driven by added Cell phone stipends.

Equipment rental/Maintenance/Licensing/Warranties & Repair

The FY22 budget of \$123,000 is based on FY 21 spending levels inclusive of a small inflation factor and increased copier usage. The major increase from last year is driven by increased expenditure to expedite remote work (Zoom) and wireless access points..

Marketing/Public Relations

To increase the awareness of child abuse and neglect and fund our strategic plan requests we have budgeted \$60,000 for Marketing and Public Relations. This expense includes the costs for design/media buys for the Community Engagement campaign, media buys for Rural Outreach, annual report design, event marketing, promo products. The on-going monthly PR retainer is included in professional fees.

Printing

FY22 budget of over \$24,000 represents the average level of expenditures over the last two years. and includes Annual report/postcard, BCCRC quarterly newsletter, public awareness campaign posters, stationery, appeals and miscellaneous program items. It also includes costs to replicate participant hand-outs. Fewer numbers will be printed as printed material will be distributed electronically.

Insurance

The FY22 insurance expense of \$38,000 represents the current level of expense plus a small inflation factor.

Dues/Subscriptions/Credentials

The budget in FY22 is \$45,000 and is based on current expenditure levels. It includes dues for HFA/PA/QB/ACE and MANO. However, it also includes the purchase on a new Family Education Curriculum (15K) as well as a 24/7 IT security service (Sentinel) 4K)

Occupancy

Occupancy expense is budgeted at \$72,000 and is based on historical expenditures of the last two years plus the assumption that Hybrid return to work commences in September plus a small inflation factor.

Utilities	22,173
Security/Fire/Permits	3,809
Janitorial	25,821
All Other Facilities maintenance:	<u>20,335</u>
	<u>\$72,138</u>

Miscellaneous Finance Costs

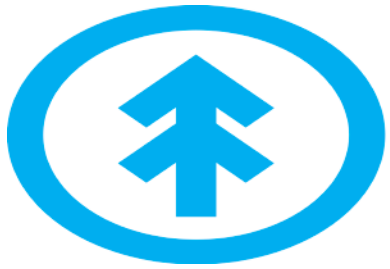
Miscellaneous costs are estimates at \$29,000 and include Investment Advisor Management fees, Bank charges, UBIT Taxes on our investment property and Credit Card Processing fees. Advisor fees for FY 22 are .7 percent of the value of the portfolio annualized (approx.20K)

Other Notes:

Other Non-Operating Expense that will impact Year End Financials but not reflected in this budget includes depreciation expense and is estimated at \$85,000 for FY 22. Most of the depreciation stems from the building and related upgrades.

Non-Operating Revenues like gains on investments, dividends and Capital gains are not represented in our operating budget. To date in FY 22, dividends and Capital gains have surpassed \$65,000.

Another non-operating revenue that we expect to have in FY 22 is forgiveness of PPP #2. This too is not reflected in the budget.



The Family Tree

The Family Tree FY 22 Capital Budget Plan Summary

Asset Category	Total 2022 Projected Costs
Building Improvements	44,500
Information Technology	125,700
Total FY 22 Projects	170,200

Potential Funding Sources			
Government Grants	Foundation Grants	Building Reserve Funds	Total Funding
-	-	44,500	44,500
-	-	125,700	125,700
-	-	170,200	170,200

Building Improvements

		Potential Funding Sources		
Project and Description	Total 2022 Projected Costs	Government/Private/ Foundation Grants	Building Reserve Funds	Total Funding
Fencing (Courtyard Fencing)	\$ 7,000	\$ -	\$ 7,000	\$ 7,000
Commercial Window Replacement Front of first Floor Plus New Blinds for Front of Building	\$ 13,000		\$ 13,000	\$ 13,000
Additional/replacement Security Cameras (Parking Lot/Rear Door/Front Desk)	\$ 2,500		\$ 2,500	\$ 2,500
Replacement of one of the HVAC units	\$ 8,000		\$ 8,000	\$ 8,000
Front of the Building Update	\$ 10,000		\$ 10,000	\$ 10,000
Miscellaneous replacement furniture/equipment	\$ 4,000		\$ 4,000	\$ 4,000
Total FY 22 Projects	\$ 44,500	\$ -	\$ 44,500	\$ 44,500

Information Technology

Project & description	Total 2022 Project Cost	Potential Funding Sources		
		Govt/Private/ Foundation Grants	Building Reserve Funds	Total Funding
9 Laptops for Remote Education Hybrid Work	7,200	-	7,200	7,200
Note Print Server being replaced by Virtual server but had a monthly licensing cost	-		-	-
Replace Telephones Handsets	13,500		13,500	13,500
Strategic Plan IT initiatives Design/Develop/Test/Market new application/Podcasting/Remote Ed	65,000	-	65,000	65,000
Software Purchasing/Licensing Updates/Purchases (Access Point's Wireless Licensing)	10,000		10,000	10,000
State of the Art Technology Center Updating for conference Room (estimated waiting for follow up with Helion)	25,000		25,000	25,000
Estimated Miscellaneous IT related items	5,000		5,000	5,000
Total FY 22 Projects	125,700	-	125,700	125,700



The Family Tree

Fiscal Year 2022 Leadership

Officers

President – **Tom Peltier**

1st Vice President – **Chris Johnson**

2nd Vice President – **Sarah Sheckells**

Treasurer – **Andrew Michael**

Secretary – **Scott Robinson**

Committee Chairs

Development Committee – **Josh Slater & Sally Bauer**

Executive Committee – **Tom Peltier**

Finance and Facilities Committee – **Andrew Michael**

Human Resources Committee – **Charlene Hayes**

Marketing & Public Relations Committee – **Sarah Woods, Stefanie Woodhouse**

Nominating and Governance Committee – **Steve Shaw, Kyle Gore**

Research & Program Committee – **John Meyerhoff**

Executive Committee At Large

Jeanne Aarsand

Stephanie Adler

Doug Brinkley

Tom Hauser

Gary Marino

Tom McDonald

Charles Roebuck

Honorary Board Members

Steve Geppi

T. Graham Kastendike

Donald H. Kirk, Jr.



The Family Tree

Nominating & Governance Committee Board of Directors

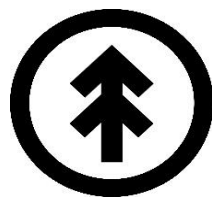
Board Members Nominated for a Three-Year Term FY22 – FY24

Member

1. Rick Barth
2. Peter Fillat
3. John Meyerhoff
4. Andrew Michael
5. Sean Murphy
6. Betsy Sherman
7. Lois Shofer
8. Brian Weatherford

Resignations/Leaving the Board

1. Dennis Graul
2. Stephanie McCormick
3. Adrian Johnson



The Family Tree

Sip & Savor Sponsors

Sponsors	Amount	Paid
Sherman, Betsy & George	\$100,000	
Cowie, B.J. & Bill	\$50,000	yes
Taco Bell/Aarsand & Company	\$50,000	
Gore, Paula & Kyle/CGA Capital	\$15,000	
Aarsand, Jeanne & Kurt	\$10,000	
Brickman, Scott	\$10,000	
Nachbahr, Erik	\$10,000	
Suntha, Kim & Mohan	\$10,000	
Brinkley, Ellen & Doug	\$7,500	
Constellation	\$7,500	
Macks, Ellen & Larry	\$7,500	
Murphy, Sean/T-Rex Solutions, LLC	\$7,500	
Graul, Dennis/Graul's Market	\$5,000	
J. P. Morgan Private Bank	\$5,000	
Peltier, Laurel & Tom	\$5,000	
Shaw, Susan and Steve	\$5,000	
Bauer, Sally	\$2,500	
Exchange Club of Baltimore	\$2,500	
DeCosta, Lacie & Eric	\$2,500	
Hayes, Charlene & Floyd	\$2,500	
McDonald, Jamie & Tom	\$2,500	
McIntyre, Emma & Hunter	\$2,500	
Roebuck, Lee & Charles	\$2,500	
Silberstein Insurance Group	\$2,500	
Waesche, Xandy & Roger	\$2,500	
TOTAL	\$327,500	

THE FAMILY TREE PRESENTS



Join us to celebrate our resilience, focus on the future, and respond to the critical needs of Maryland's families as they recover, regroup and restart.

Saturday, October 9th, 2021

The Family Tree is excited to introduce our new, outdoor, spectacular event: **Sip & Savor - Revel in Community!**

Featuring:

- Specialty food and drink stations
- Live music from **Blues Traveler**
- The stunning ambience of **Sagamore Farms**

Event Co-Chairs

Becky & Ashton Newhall
Kim & Mohan Suntha
Susan & Steve Shaw



The Cause

The hardships of the pandemic have made this past year particularly challenging for families. Many parents and caregivers are still struggling at a time when nearly everything has been turned upside down. We are here to help. Our vision at **The Family Tree** is that all children grow up in a safe, supportive and loving home. Your sponsorship makes it possible for **The Family Tree** to provide parenting classes, home visits, parent support groups, counseling, and a 24-hour Parenting HelpLine. These resources are needed now more than ever. **The Family Tree** proudly leads Maryland in preventing child abuse, connecting caring communities, and building strong families to improve our society for generations. Please join us!



Presenting Sponsor \$100,000

Provides over 1,000 therapeutic sessions to support vulnerable families and child care providers whose children experience a range of problematic social and emotional behaviors.

- Recognized as Presenting Sponsor of the event
- Receive 10 event tickets
- Pre-Event VIP Reception
- Reserved table for gathering, with wait staff
- Premier Recognition as a Presenting 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.

Cornerstone \$50,000

Provides 600 home visits to vulnerable mothers, empowering them to raise a healthy baby.

- Opportunity to underwrite one of our specialty food or drink stations.
- Receive 10 event tickets
- Pre-Event VIP Reception
- Reserved table for gathering, with wait staff.
- 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, e-newsletter, thank you ads, and our annual report.

Reveler \$25,000

Provides 150 positive parenting sessions for at-risk mothers & fathers.

- Receive 8 event tickets
- Pre-Event VIP Reception
- 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 \$10,000

Provides 170 family education sessions for children & their parents.

- Receive 6 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.

Merrymaker \$5,000

Provides 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 \$2,500

Provides 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 learn more, contact:

Kelley Harrison
Special Events Manager

443-451-9532
kharrison@familytreemd.org



The Family Tree

Raising families up.

Board of Directors Meeting Schedule FY2022

All meetings will take place via Zoom unless otherwise noted.

2021

Thursday, September 2, 2021 – **Human Resources Committee** 8:00 am

Tuesday, September 7, 2021 – **Development Committee** 8:00 am

Wednesday, September 8, 2021 – **Marketing & PR Committee** 8:00 am

Wednesday, September 22, 2021 – **Nominating and Governance Committee** 8:00 am

Tuesday, September 28, 2021 – **Program and Research Committee** 8:00 am

Tuesday, October 5, 2021 – **Finance, Facilities, Technology & Investment Committee** 8:00 am

Tuesday, October 12, 2021 – **Executive Committee** 8:00 am

Tuesday, October 19, 2021 GENERAL BOARD MEETING, Location TBD 5:30pm

October 30, 2021 – **Lace Up Against Child Abuse 5K Run/1K Walk**

Tuesday, November 2, 2021 - **Development Committee** 8:00 am

Wednesday, November 3, 2021 – **Marketing & PR Committee** 8:00 am

Wednesday, November 10, 2021 – **Nominating and Governance Committee** 8:00 am

Thursday, November 11, 2021 – **Human Resources Committee** 8:00 am

Thursday, November 18, 2021 – **An Evening to Give Thanks, Donor Recognition Reception** 6:00 pm

Tuesday, November 30, 2021 – **Program and Research Committee** 8:00 am

2022

Friday, January 7, 2022 – **Finance, Facilities, Technology & Investment Committee** 8:00 am

Tuesday, January 11, 2022 – **Executive Committee** 8:00 am

Tuesday, January 18, 2022 – GENERAL BOARD MEETING, Location TBD 5:30 pm

Thursday, January 27, 2022 – **Human Resources Committee** 8:00 am

Tuesday, February 8, 2022 – **Development Committee** 8:00 am

Wednesday, February 9, 2022 – **Marketing and PR Committee** 8:00 am

Wednesday, February 16, 2022 – **Nominating and Governance Committee** 8:00am

Tuesday, February 22, 2022 – **Program and Research Committee** 8:00 am

Tuesday, March 15, 2022 – **Finance, Facilities, Technology & Investment Committee** 8:00 am
Tuesday, March 22, 2022 – **Executive Committee** 8:00 am

April, 2021 – **Child Abuse Prevention Month**

Tuesday, April 12, 2022 – GENERAL BOARD MEETING, Location TBD 5:30 pm

Thursday, April 21, 2022 - **Human Resources Committee** 8:00 am

Monday, April 25, 2022 – 30th **Great Chefs’ Dinner**

Tuesday, May 3, 2022 – **Development Committee** 8:00 am

Wednesday, May 4, 2022 – **Marketing & PR Committee** 8:00 am

Tuesday, May 10, 2022 – **Program & Research Committee** 8:00 am

Wednesday, May 11, 2022 - **Nominating & Governance** 8:00 am

Tuesday, May 17, 2022 – **Finance, Facilities and Technology Committee** 8:00 am

Tuesday, May 24, 2022 – **Executive Committee** 12:00 pm

June 7, 2022 – ANNUAL BOARD MEETING 5:30 pm- Location TBD

To be Determined – **FamFest**