Talbot Family Network
Talbot County Community Plan 2016
Executive Summary

Planning Process:

Talbot Family Network, Talbot County's Local Management Board, prioritizes understanding the needs of the County's children, youth and families in order to foster the development of services required to create a positive growth environment. Essential to this function is assessing the needs and current resources on both a quantitative and a qualitative level. Community input from families, agencies, government, faith communities, etc. are key to comprehending and addressing the needs of all.
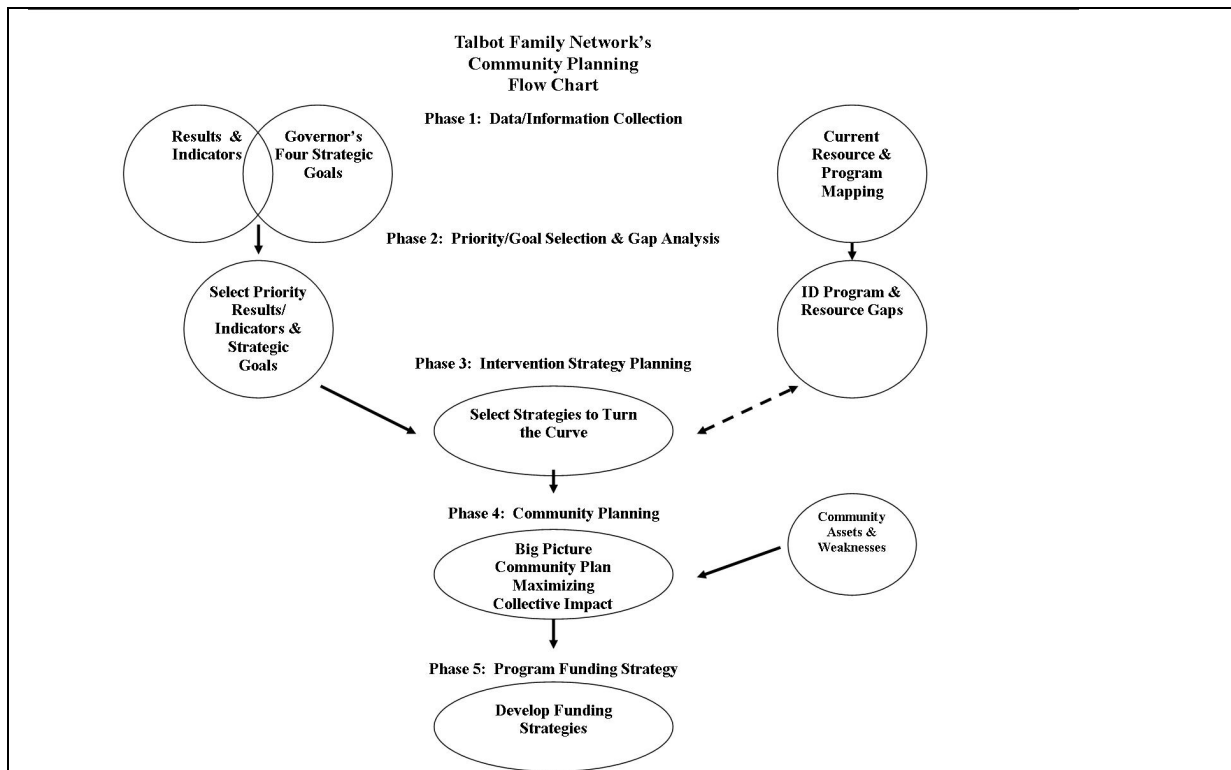
Since TFN's formation in 1997, a Needs Assessment process has been conducted at least every 5 years focusing on Maryland's Child Well-Being Results and Indicators. The Children's Cabinet has adopted Maryland's Child Well-Being Results and Indicators as a framework and common system of gauging how the State and counties are addressing the needs of children and families throughout Maryland. Each Result describes a condition of Well-Being or a desired goal such as *Families are Safe and Economically Stable*. Then each Result is linked to key Population Level Accountability data, or Indicators, that serve as headline measures to assess the progress of each Result. Since 2013 TFN's Board of Directors has reviewed and ranked the Results and Indicator data on a yearly basis. Data Review documents for FY 16-19 can be reviewed here: https://healthytalbot.org/about/talbot-family-network/

In November of 2015, with a grant from the Governor's Office for Children, TFN contracted Dr. Marvin Tossey and Brenda Jorden, both professors at Salisbury University, to complete an assessment of the Governor's Four Strategic Goals and the development of a Community Plan. The Governor's Four Strategic Goals include: Reducing Childhood Hunger, Youth Homelessness, Improving Outcomes for Disconnected Youth and Reducing the Impact of Incarceration on Children, Families and Communities.

This is an executive summary of that process and the resulting Community Plan. The full document can be reviewed at: https://healthytalbot.org/wp-content/uploads/2016/02/Talbot-Final.pdf

Community Plan
Talbot Family Network crafted a community planning process that incorporated the Results and Indicators as well as the Governor's Four Strategic Goals, to prioritize the greatest needs within the community. Simultaneously, Resource Mapping was conducted to identify strengths and weaknesses in the web of programs focused on serving families. The prioritized needs were then compared to the gaps in resources in order to inform the selection of programs that would address the unmet needs of the community. TFN utilized the Community Planning flow chart below to guide the process and coordinate the work between the Talbot Family Network and the consultants.

**Talbot Family Network's
Community Planning
Flow Chart**

Phase 1: Data/Information Collection

Results &
Indicators

Governor's
Four Strategic
Goals

Current
Resource &
Program
Mapping

Phase 2: Priority/Goal Selection & Gap Analysis

Select Priority
Results/
Indicators &
Strategic
Goals

ID Program &
Resource Gaps

Phase 3: Intervention Strategy Planning

Select Strategies to Turn
the Curve

Phase 4: Community Planning

Big Picture
Community Plan
Maximizing
Collective Impact

Community
Assets &
Weaknesses

Phase 5: Program Funding Strategy

Develop Funding
Strategies

Community Input

During the FY 16 Community Planning process, Talbot Family Network tapped into its strong network of community partners, agencies, churches, criminal justice partners, families and volunteer groups for community input. The Governor's Four Strategic Goals challenged TFN to expand its network of partners to include Economic Development, the Upper Shore Workforce Investment Board, Department of Labor and Licensing, CORE (County Resources) as well as businesses.

The Community Planning process utilized a variety of methods to engage as many segments of the community as possible by leveraging established relationships and reaching out to new partners. The TFN staff and Board involved many community partners by attending strategically selected meetings to discuss and hear input on the Four Strategic Goals; TFN also convened meetings pertaining to the goals. The meetings attended include: Roundtable on Homelessness, Behavioral Health Service Network, Talbot Early Childhood Advisory Council, Talbot County Hunger Coalition, Economic Development's CORE group, Conversation on Race, Crisis Intervention and CIT workgroup, Judy Center Advisory Board, Healthy Families Advisory Board, Talbot Association of Clergy and Laity, Local Care Team.

The Results Based Accountability (RBA) process was informed by both the meetings convened by TFN and the input garnered from the meetings within the larger community. Surveys were strategically conducted to gain primary source data, to gain specific knowledge, or to reach larger segments of the population. The surveys were distributed in both electronic and hardcopy format, in English and Spanish, with the goal of reaching as many community members as possible. The surveys were included on the Healthy Talbot

website and Facebook page, as well as the Talbot County Hunger Coalition's Facebook page. The consultants collected qualitative data during focus groups, ten key informant interviews and the community forum.

All segments of the population were reached including youth, community partners, parents and family members. Input from community partners was well represented via the use of meeting outreach, convened meetings, key informant interviews and surveys. Seventy-four percent of Community Survey respondents were parents and/or family members and not affiliated with an agency, vendor or board. Youth, especially Disconnected Youth, were the most challenging to reach. Of the Youth Survey respondents, 87% were still in school. TFN obtained representative samples in age and race across all sampling groups in its surveys and focus groups.

This community engagement process was dynamic rather than linear. As data became available input was sought and new partners were brought to the table. The process was practical and inclusive, giving all parties an opportunity to review data and give voice.

Data Collection and Analysis
The consultants and TFN utilized multiple methods to collect and analyze both primary and secondary source data.

<u>Results and Indicator Data</u> - Data related to the Governor's Office for Children's Results and Indicators, as well as Local Indicators, was reviewed, ranked and cross-correlated by the Talbot Family Network Board. The TFN Board reviewed supplemental data to learn the Story Behind the Curve and sought input from Community Partners. In March 2016, the TFN Board prioritized which Indicators to target with funding via the FY 17 Community Partnership Agreement proposal.

Separately, the consultants created an algorithm to rank Talbot County in relation to Maryland's mean performance on each Indicator. Indicators were scored for "Importance" in the following manner: 1- Talbot performing 10% below Maryland's mean was considered critical; 2- Talbot performing within 10% above or below Maryland's mean was considered moderate; and 3- Talbot performing 10% or more above Maryland's mean was considered stable.

The Community Needs Assessment FY 16 Survey queried the community on their perception of the local needs regarding the Indicators. This primary data collected from the general population in Talbot represents the street level view of parents and family members and gives powerful insight into what the general population's perceptions are on issues within Talbot County.

The qualitative data gleaned from focus groups, key informant interviews and the community forum was mined for key terms that reference indicator concerns. These techniques of ranking Indicator data were cross tabulated to inform the prioritization process, and then community review and the TFN Board validated this process.

Governor's Four Strategic Goals Data - The Governor's Four Strategic Goals were assessed utilizing three methods: secondary data sources, Indicator-linked statistical analysis, and primary data analysis.

Secondary Source Data - Secondary source data such as data pulled from the US Census, Opportunity Nation, Feeding America, Point in Time Survey, etc. was key to providing a starting point to begin the process of examining each Goal. The consultants examined the methodology behind some of the secondary data sources and utilized this to develop refined methods for data examination.

The consultant felt that Opportunity Nation's Disconnected Youth percentage was a good starting point but did not take into consideration other factors that were identified and validated by Qualitative sources and another Secondary Data source, the 2015 Congressional Research Service report on Disconnected Youth. Informed by these other sources, the consultants offered another slightly lower estimate for this population.

Indicator-Linked Statistical Analysis - Informed by research and qualitative report, a matrix was created linking indicators to each of the Governor's Four Strategic Goals. Using the matrix, an algorithm was designed that added the "Importance" score for linked indicators in order to calculate an overall "Importance" score for each of the Governor's Four Strategic Goals.

Primary Data - Primary quantitative and qualitative data was collected via surveys, focus groups, and a community forum. Qualitative data gleaned from focus groups, key informant interviews and the community forum acted as a guidance system illuminating the need for further inquiry in certain areas, as well as validating data with lived experience. The qualitative data frequently sent the consultant and TFN staff back to secondary and primary data sources for further review.

Primary quantitative data was collected utilizing surveys – the Talbot Detention Center Inmate survey FY 16, the Regional Youth Needs Assessment Survey FY 16, the Parent Focus Group Survey and the Community Needs Assessment FY 16 Survey. Data from these surveys informed the priority Indicators and goals as well as the selection of proposed programs.

Resource Mapping and Gap Analysis - The Talbot Family Network Board, staff and community partners identified over 180 agencies, specific programs and/or providers operating within Talbot County. The criterion for inclusion in the mapping process was that the service must address at least one of the Local and State Indicators. TFN staff then identified the indicators affected by each service and assigned an "Impact" score. "Impact" scores ranged from 1 to 5: 1-3 being ancillary providers, 4-5 being primary providers. Utilizing the indicator "Importance" scores described above in the Results and Indicator analysis, the consultants utilized an algorithm to perform a gap analysis factoring in both program "Impact" scores and "Importance" scores. During this process it became clear that while this type of resource mapping provides an overview of general coverage provided by programs, it does not give a clear picture of actual reach into a population. This type of

mapping also does not adequately identify barriers to services such as racial, cultural, language, transportation, geographic, income, and insurance status. Also, this process does not identify what measures providers may employ to eliminate or mitigate these barriers. Communication with community partners was key to creating a complete picture of the service array in Talbot County.

Prioritized Areas of Need
The Talbot Family Network (TFN) Board and staff cross-tabulated the various methods employed to assess the Indicators and focused attention on those high frequency indicators that were ranked as concerning by multiple sources.

Cross Tabulation of Priority Indicators by Source				
Indicator	Board Analysis	Algorithm Results	Community Survey	Qualitative
Substance Use	X	X	X	X
Youth Employment	X	X	X	
Poverty	X	X	X	
Childhood Hunger	X	X	X	X
Mental Health	X	Not assessed	X	X
Child Maltreatment	X	X		
Out of Home Placement	X	X		
Child Homelessness	X	X		X
Obesity		X	X	X
Bullying			X	X
Racism	Not assessed	Not assessed	X	X

*See Data Collection and Analysis section for description of processes behind each method

High frequency Indicators, ranked as concerning by at least 3 sources, include: Substance Use, Youth Employment, Child Poverty, Childhood Hunger, Mental Health, Obesity, Childhood Homelessness, Racism. Racism, as it does not have an indicator of its own, was assessed by community survey and qualitative report and was ranked high by both data sources.

The Board and staff then assessed which Indicators have proxy power or the ability to impact other indicators if addressed effectively. Youth Employment, Child Poverty, Childhood Hunger, Mental Health and Racism were deemed to have the broadest reach, as well as the potential to turn the curve on other indicators and impact several of the Governor's Four Strategic Goals.

In reviewing the story behind the curve and the research related to each Indicator, it was determined that programs designed to effectively address Childhood Hunger via nutrition education, would have the proxy power to also turn the curve on Obesity.

While the Board had adequate data on Childhood Homelessness from the school system, there was poor data on Youth Homelessness as defined within the Governor's Four Strategic Goals. Information gleaned from the qualitative data from homelessness advocates attending the community forum suggested that the most effective way to address homelessness within Talbot County was to impact poverty and disconnected youth.

Substance Use is a large issue for the county and the state and multiple entities are focusing their efforts to affect change in this area. TFN will find ways to partner with their efforts to increase the impact and reach and via these partnerships look for other avenues of funding to address Substance Use in Talbot County.

Next, the Board and staff correlated the prioritized Indicators with the Governor's Four Strategic Goals and found that without exception all prioritized Indicators and all the Governor's Goals had a relational effect.

| Governor's Goals	Consultant's Algorithm Rank	# of Talbot Children Impacted
Childhood Hunger	1	3,124
Disconnected Youth	2	Between 324-520
Youth Homelessness	3	Unclear -241 Children
Impact of Incarceration on Children, Families and the Community	4	616

The Board then assessed the actual number of individuals impacted by the Governor's Four Strategic Goals and identified that Childhood Hunger, Impact of Incarceration and Disconnected Youth affected the greatest number of children and youth within the county.

Strategy/Program Selection
Utilizing information from the Resource Mapping and Gap Analysis, community input, primary data sources and the research about effective programming to target the Governor's Four Strategic Goals, the following programming priorities were established: hunger programming focused on nutrition and self-sufficiency, youth training/employment for disconnected youth, programming to motivate youth to reconnect, mentoring and mental health interventions for children impacted by incarceration, programming to move people in poverty towards self-sufficiency and actions to address racism with the ultimate goal of reducing poverty.

Poverty and Racism cut across all of the Governor's Four Strategic Goals and have the ultimate proxy power. If positive change can be made to inch the curve in the right direction on these two factors, the resulting impact on other indicators across the system would be

significant. To date, these issues have seemed too large and daunting for any single program to address, however, perhaps they are not too large for an entire community to tackle.

Poverty & Racism

Childhood Hunger

Disconnected Youth

Impact of Incarceration
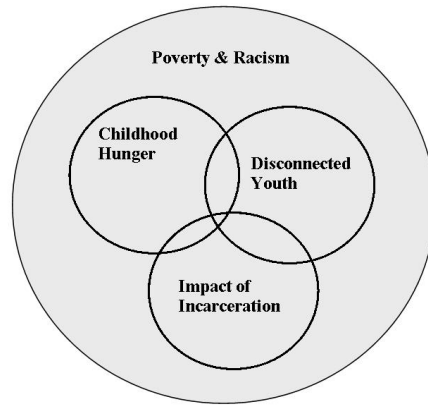
Yearly Assessment and Community Plan Updates

Talbot Family Network is committed to continuing the Community Planning Process through annual data updates, additional input from key populations and participation in activities aimed at better meeting the needs of the children and families in Talbot County.

In the FY 17 Data Review Process, alarming trends were noted in the High School Dropout rate. The TFN Board responded to the doubling of the Dropout rate by adding the Result, Youth Will Complete School and the Indicator High School Dropout to its list of priorities.

In addition, each year the TFN Board reviews Performance Measure data to determine if Programs are meeting their performance goals and effectively reaching the targeted populations. Under-performing programs and/or vendors are assessed and appropriate changes are made.

Community Planning Process Activities since the Initial FY 16 Community Plan
FY 17, FY 18 and FY 19 Program Performance Measure Data reviews by TFN Board and Staff
FY 17, FY 18 and FY 19 Results and Indicators reviews by TFN Board and Community Partners
FY 17, FY 18 and FY 19 RBA 6 Step Planning process by TFN Board and Community Partners
FY 17 Opportunity Youth Results Based Leadership Team trained by Annie E. Casey Foundation
FY 17 Inmate Focus Group
FY 18 Key Informant Interviews with Caregivers of Children Impacted by Incarceration
Youth Involvement in Planning
FY 18 Youth Engagement training in the PAR process
Additional Funding
FY 17 Resource Development Grant for Resource Directories, GOC
FY 18 Regional Training Grant for Mid-Shore Racial Equity Leadership Academy

FY 18 Regional Training Grant for Mid-Shore Regional Racial Equity Capacity Building for Agencies & Institutions
FY 19 Regional Undoing Racism workshop for Youth