

FY2025 – 2027

COMMUNITY PLAN



Introduction:

Talbot Family Network (TFN) is the [Local Management Board](#) (LMB) for Talbot County. LMBs are community-based organizations established by Maryland statute serving all 23 counties in the state, and Baltimore City, focused on improving outcomes for Maryland's children and their families with oversight from the Governor's Office on Crime Prevention Youth and Victims Services (GOCPYVS). The programs and strategies that LMBs fund align with the Maryland Children's Cabinet [Three Year Plan](#). Each LMB works to:

- Prioritize community results and indicators within the existing [Child Well-Being Results](#) approved by the Children's Cabinet
- Conduct a local community needs assessment
- Develop an annual or multi-year plan that includes new and existing programs, strategies, and/or initiatives
- Evaluate and report performance measurement data on funded programs, strategies, and/or initiatives

The state has also "identified several other factors that should be considered as part of the larger picture of meeting community needs and making appropriate investments:

1. **Community Voice** – As each jurisdiction across the State has unique needs, strengths and challenges, it is imperative that the voices of community members are lifted up and weighed when and wherever possible. This should include:
 - People with lived experience
 - People of diverse races, ethnicities and cultural backgrounds
 - People across the lifespan (with a focus on youth voice)
 - Other traditionally marginalized populations within the community
2. **Racial Equity** – Systemic and institutional racism by definition are embedded within our society; government; public service systems and agencies. To that end, it is imperative that all LMBs employ an equity lens in every aspect of their work to ensure inclusivity and to address these systemic inequities that contribute to the marginalization of black, indigenous, and people of color.
3. **Continuous Improvement and Capacity Building** - A key role of LMBs in a community is to act as a 'neutral convener to create an effective system to improve results for children, youth and families'. This role requires that LMBs actively help to build the capacity of organizations to provide high quality programs and achieve outcomes for their customers."¹

MISSION

Talbot Family Network (TFN) collaborates with public and private entities to identify and develop support systems for a safe, healthy, caring and equitable community for all Talbot County children and families.

LOCAL PRIORITIES

The FY25 – FY27 Community Plan integrates both fish/lake or transactional work and groundwater or transformational work in order to meet current needs and foster systemic change. This effort is relationship based and requires sustaining strong, trusting connections among stakeholders.

1. BUILD A STRONGER NETWORK

Support a Trauma-Informed Resiliency-Oriented Equitable (TIROE) Community

¹ (From the LMB Performance Accountability Process, Approved December 16, 2020, by the Governor's Office on Crime Prevention, Youth, and Victim Services, and the Maryland Association of Local Management Boards)

2. BUILD A HEALTHIER SYSTEM

Foster upward mobility from poverty through equitable systems change

As the LMB, TFN focuses on ALICE (Asset Limited, Income Constrained, Employed) Households and those below this income threshold.

Maryland RESULTS for Child Well-Being

Families are Economically Stable

LEADING INDICATORS²

- 35% of Talbot households earn less than the basic cost of living (27% ALICE + 8% at or below the federal poverty level).
 - When disaggregated for race, the rate is 32% among White households and 53% among Black households.
- 5 of 8 Talbot County Public Schools (TCPS) have a Free and Reduced Meals (FARMS) rate greater than 50%. At Easton Elementary School and at Easton Middle School 77% and 70% of students respectively receive FARMS. Based on Poverty Guidelines in Maryland, a family of 4 must have a total annual household income less than \$55,500 to qualify for reduced meals and less than \$30,000 to qualify for free meals.
 - When disaggregated for race, White students are 52% of the total TCPS population with 35% receiving FARMS; Black students are 15% of the TCPS population with 85% receiving FARMS; and Hispanic students are 25% of the TCPS population with 90% receiving FARMS.
- 45% of TCPS Kindergarteners 'demonstrate readiness' to start school (42% statewide).
 - When disaggregated, 61% of White Kindergarteners demonstrate readiness, 20% of Hispanic Kindergarteners, 26% of Black Kindergarteners, and 30% of Kindergarteners identified as Low Socio-Economic Status (SES).

STRATEGIC PRIORITIES

- *Reducing Childhood Hunger*
- *Increasing Opportunities for Community-Based Programs and Services for Youth (and Adults)*

KEY CONDITIONS

- Intersectionality between the most persistent local community challenges for families: housing, transportation and childcare.
- Poverty shows up as a cause and consequence of persistent needs.
- We need a community-wide systems-level coalition
- Parental/adult stress is affecting child/family well-being.
- Social media and technology are impacting all ages – children, youth and adults.
- There are systemic barriers that restrict families from being from being families. These hinder family well-being/cause stress.
- We are all stressed. Stressed people are more reactive and less resourceful.
- There are structural workforce issues nationally and locally. More money no longer means more staff. At this time, new positions result in staff moving between agencies versus expanding system capacity.
- Recognizing workforce challenges, are available services being used to their highest and best purpose?
- Service navigation skills are needed among clients and staff.

² FY24 Results and Indicators Data Review. (October 2023). Talbot Family Network. <https://healthytalbot.org/wp-content/uploads/2023/10/FY-24-Data-Review-Talbot-LMB.pdf>

- The pandemic heightened some societal issues – cost of living, political division, and social isolation; plus, increased mental health needs and developmental/social needs for kids. Providers/workers report seeing increased needs in younger children and overall, cases that are more complex.

OUR RESPONSE

PRIORITY 1	HOW DO WE ACCOMPLISH THIS?
BUILD A STRONGER NETWORK Support a Trauma-Informed Resiliency-Oriented Equitable (TIROE) Community	Enhance interagency collaboration
	Expand resource sharing and navigation
	Invest in programming that strengthens families and community

PRIORITY 1 - TFN Commitment

- Launch and coordinate the Talbot Interagency Council
- Provide Healthy Talbot as an active resource hub for agency staff and local families
- Lead a [TIROE](#)-Informed Local Care Team
- Support the Talbot County Hunger Coalition
- LMB-funded programming:
 - Early-intervention and prevention home visitation programming
 - Afterschool programming
 - Conversations on Race

PRIORITY 2	HOW DO WE ACCOMPLISH THIS?
BUILD A HEALTHIER SYSTEM Foster upward mobility from poverty through systems changes focused on creating equitable outcomes	Implement the collective impact 3.0 framework
	Focus on systems change
	Enhance the conditions that empower people to move out of poverty (see the dimensions of mobility)

PRIORITY 2 - TFN Commitment

- Convene a community-wide cross-sector coalition to set a shared TIROE vision for [upward mobility](#) with TFN as the founding backbone organization
- Engage clients, including youth, as valued partners in this movement

Appendix

- TFN's Community Assessment: Process Overview
- TFN's Community Assessment: Graphic Overview
- Definitions

Board of Directors

Fiscal Year 2023

Chuck Callahan | Kathryn Dilley | Cindy Green | William Johnson, Vice-Chair | Maria Maguire | Samantha Martinez
Berenice Orellana | Jazmine Paxon, Chair | Sharon Pepukayi | Estela Vianey Ramirez | Anthony Smith | Martha Sparks
Marlene Thomas | Linda Webb

Fiscal Year 2024

Victoria Billings | Chuck Callahan | Taneesha DeShields | Kathryn Dilley | Maria Maguire | Samantha Martinez, Vice-Chair | Lynn Mielke | Berenice Orellana | Sharon Pepukayi | Anthony Smith | Martha Sparks | Jennifer Villacorte
Linda Webb, Chair | Lauren Weber

Staff Nancy Andrew, Executive Director

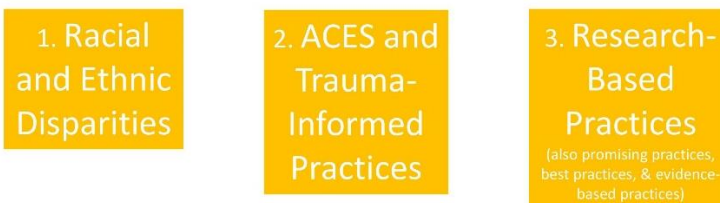
APPENDIX

TFN's Community Assessment: Process Overview

The Formal Process

- Review of the FY16 Community Plan and the FY20 Community Needs Assessment
- Community Surveying (+500 responses)
- Focus Groups (6 completed; in English and in Spanish)
- Review guidance from the GOCPYVS and the Maryland Children's Cabinet:

KEY THEMES from Maryland Children's Cabinet
that LMBs should address in the programs they fund



+ LMBs are encouraged to adopt a
COLLECTIVE IMPACT approach

- Annual Data Review with TFN Board of Directors based on the Maryland Results and Indicators plus review of surveying and focus group results and of performance measure reporting from TFN-funded programs. The Board prioritized these issues during their October 2022 meeting:

Community Assessment FY23 Board Prioritization of Community Concerns*



- ✓ Kindergarten Readiness
- ✓ Mental Health Concerns
- ✓ Emotional Trauma in Youth
- ✓ Childhood Poverty including
 - Access to Affordable Housing
 - Access to Affordable Child Care

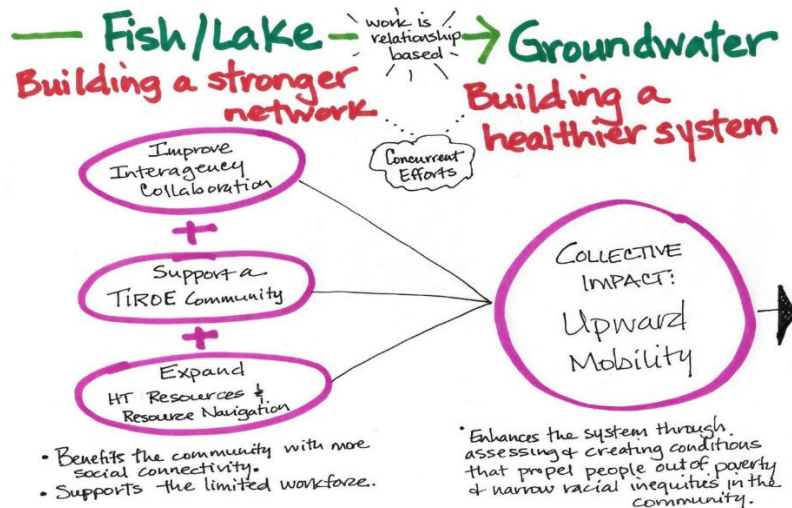
* R/ED and Racism identified as a concern impacting all areas.

- Resource Mapping with 25 community agency representatives
- Work Groups convened with at least two "Turn the Curve" meetings per group
 - Kindergarten Readiness – in collaboration with the Talbot Early Childhood Advisory Council and the Judy Centers Advisory Committee
 - Mental Health Concerns and Emotional Trauma in Youth – in collaboration with the Talbot Mental Health Work Group
 - Childhood Poverty – interagency work group

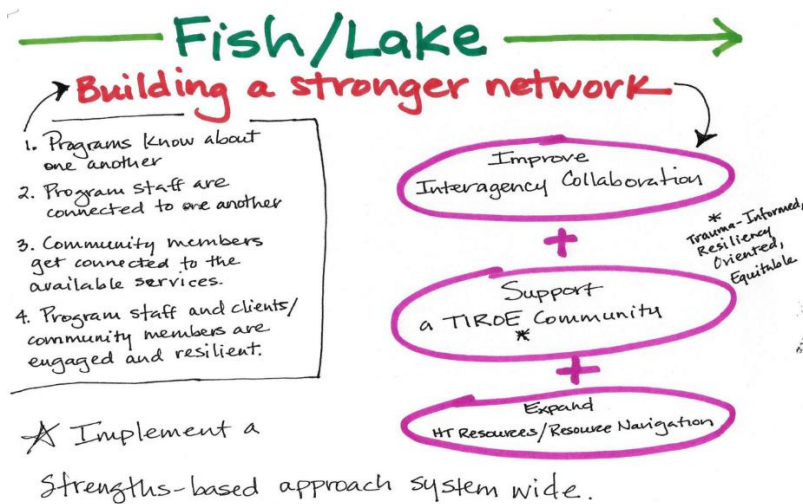
The Informal Process – ongoing, iterative practice

TFN's Community Assessment: Graphic Overview

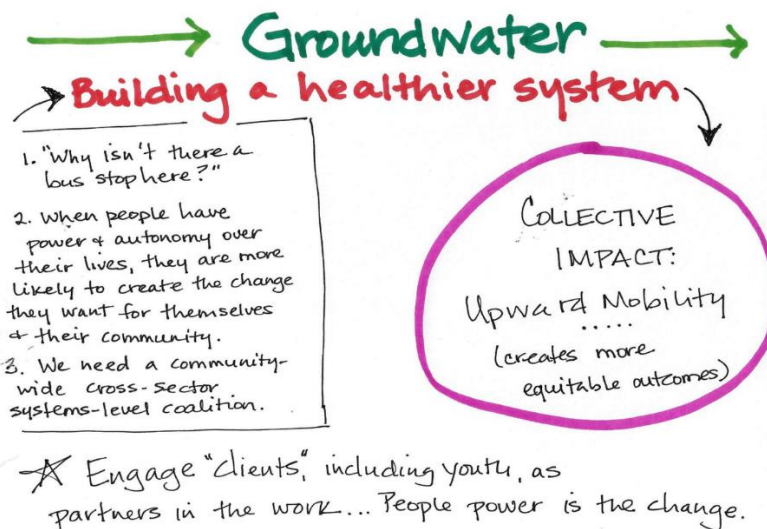
SUMMARY



PRIORITY 1



PRIORITY 2



DEFINITIONS

Collective Impact

Collective Impact (CI) is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. Collective impact initiatives implement [the five conditions](#) with equity practices incorporated throughout. The five conditions and equity practices are a framework and guide, rather than a checklist or formula, and should be customized for the local context.

From: [The Collective Impact Forum](#)

Groundwater Metaphor

The “Groundwater” metaphor is a simple tale of dying fish that goes like this:

If you have a lake in front of your house and one fish is floating belly-up dead, it makes sense to analyze the fish. But if you come out to that same lake and half the fish are floating belly-up dead, what should you do? This time you’ve got to analyze the lake. Now... picture five lakes around your house, and in each and every lake half the fish are floating belly-up dead! What is it time to do? We say it’s time to analyze the groundwater.

From: [The Groundwater Institute](#)

Transactional and Transformational Change:

Transactional change largely works within an existing set of institutional and structural arrangements.

Transformative changes restructure the system itself rather than reform some relationship within the existing structure. To differentiate these types of change is not to diminish the value and urgency of either.

From: [Othering and Belonging Institute](#)

Turn the Curve

Results-Based Accountability provides a step-by-step process to get from ends to means. This is called “Turn the Curve” thinking and involves five steps:



Source: [Clear Impact](#)