



BUILDING ON SUCCESS

2012 NEEDS ASSESSMENT & STRATEGIC PLAN 2013- 2016

Queen Anne's County
Local Management Board

**Community
Partnerships for
Children and Families**



The Local Management Board is part of the
Queen Anne's County
Department of Community Services



“I think our residents must come together in support of our children. A community should be judged on the services they provide to their children.”
-Survey Respondent

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Fiscal Year 2013

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Acknowledgements

Very warm and heartfelt thanks to everyone who contributed to this document and to making life better for Children and Families in Queen Anne's County. Specifically we would like to thank past and present Local Management Board members for the time, dedication and enthusiasm that they put toward our organization and our mission. Thank you to Arlene Lee and the Center for the Study of Social Policy for agreeing to take on this project. Our appreciation goes out to the Needs Assessment and Strategic Planning Committee members for their time reviewing this document and to the Local Management Board staff for their effort and commitment to this and other projects. For all of the organizations who provided data and other information, thank you. A special appreciation is sent to the staff of Chesapeake Helps for their intensive work on the survey that is discussed in this document. Our gratitude for Megan DelGuadio, Queen Anne's County Information Technology Manager, and her work in developing the maps for this project is only exceeded by her wonderful willingness to pitch in. Lastly, thanks to Queen Anne's County and the Department of Community Services for their support of children and families and our mission.

About the Author

Arlene F. Lee directs the public policy work at the Center for the Study of Social Policy, which helps federal and state elected officials develop policies and funding to improve results for children and families. In this capacity she manages PolicyforResults.org, a leading national resource for research-based state policy and funding strategies. Prior to joining CSSP, Ms. Lee was the executive director of the Maryland Governor's Office for Children, where she chaired the Children's Cabinet and was responsible for more than \$60 million dollars in federal and state funding sources, distributed annually to local collaboratives through a results-based plan and accountability process. During her tenure, she led the development of Maryland's first three-year children's plan, establishing the state's goals and strategies for the delivery of integrated services to children and families. As a result of her work on child and family issues, Ms. Lee has received three Governor's Citations and was named one of Maryland's Top 100 Women in 2007. She has served as the Deputy Director of the Georgetown University Center for Juvenile Justice Reform and Director of the Federal Resource Center for Children of Prisoners. Ms. Lee is also the author of numerous articles and co-authored *The Impact of the Adoption and Safe Families Act on Children of Incarcerated Parents*. She has a B.A. in sociology from Washington College and a J.D. from Washington College of Law, American University.

Message from the Board Chair

April 2013

Dear Queen Anne's County Citizens,

I am happy to share our latest Community Needs Assessment with you, *Building On Success*. We take pride in our ability to help bring awareness to community needs that can be used by anyone for planning. It is advantageous for as many people or organizations as possible to have an understanding of the needs in our County and the communities therein so that the number of solutions may increase.

I am also happy to report that the Queen Anne's County Local Management Board (LMB), also known as the Community Partnership for Children and Families, is alive and well, even in these stressful economic times. Our goals over the past several years have been to provide effective solutions to our citizens, bring revenue to Queen Anne's County, help create jobs, and ensure that effective programs are provided that result in positive improvement in the lives of children and families. We are resolved to do this despite the fiscal climate, perhaps because of the fiscal climate.

During Fiscal Year 2012 the LMB surpassed the \$20 million mark in direct funds we have been able to bring into the County from outside sources to support various programs. We have also been able to create over 625 directly funded jobs in the County since 1997. This does not include all the ancillary jobs that were created from the programs we implemented with startup funds.

We recognize the important role we play in the Community in identifying and establishing services based on identified needs. In the last few years alone, the LMB was able to maintain many of our traditional programs and bring in new resources such as:

- Community Mentoring Program - Working with the CommUNITY committee we were able to design a successful pilot mentoring project entitled Project SAVVY to match at-risk students with community mentors,
- Full Time Mental Health Clinic - Lacking a full time outpatient mental health clinic since 2004, the LMB was able to provide startup funding and oversight for the Corsica River Mental Health Services Clinic, and
- Out Of School Time Program – Queen Anne's County has been blessed to have a very well-run and quality Partnering For Youth after school program for the past 10 years. However, Partnering for Youth is a grant driven program and over the years the grants have been reduced and fewer schools could be served. The LMB, working with the Board of Education, wanted to insure that all children in the school system have the means to a quality before and after school program. Using some LMB seed money, we were able to hire a Coordinator for the BOE who helped write a proposal for a private organization to supplement other after school programs. Alpha-BEST was hired and in 2012 began providing before and after school programs in most of the elementary schools.

None of our work could be done without the caring and hardworking people in the County. I would like to thank all the Board members, dedicated community members, providers and others who have devoted much effort at looking at our past and our future needs. With a united group like ours we will continue to work together to improve the lives of children and families in Queen Anne's County.

Sincerely,



Vincent S. Radosta
Local Management Board President FY 2013

Mission

The mission of the Queen Anne's County Community Partnerships for Children and Families is to promote a safe, healthy and stable environment for all Queen Anne's County children and families by achieving a comprehensive system of education, health and human services whose effectiveness and responsiveness addresses the needs of children and families through public and private interagency collaboration.

Introduction

The Queen Anne's County Community Partnerships for Children and Families (the Partnership) is the Local Management Board (LMB) for our community. LMBs are required in every county by state law (Chapter 243 of 2006) and serve as the coordinator of child and family services on the local level. We bring together local child-serving agencies, local service providers, users of services, and other community representatives to empower local stakeholders in addressing the needs of and setting priorities for our county. LMBs do not provide direct services, but ensure that the services in our communities are coordinated, comprehensive and effective. Our goal is to improve the well-being of children and families by:

- Strengthening the decision-making capacity at the local level;
- Designing and implementing strategies that achieve clearly defined results in a local 5-year strategic plan;
- Maintaining standards of accountability;
- Influencing the allocation of resources;
- Coordinating services to eliminate fragmentation and duplication of services;
- Creating an effective system of services that improve outcomes for all children, youth, and families.

Purpose

In order to meet our mission a community needs assessment is conducted periodically that provides a snapshot of families in the county and their economic well-being, educational status, health and welfare. The needs assessment also provides important community information as to who may be working on issues and where gaps in community services lie. This is the seventh needs assessment conducted by the Local Management Board; the last one was completed in 2007. The 2012 community needs assessment will help the Partnership identify our county's most pressing needs and available assets in order to establish a strategic plan to guide our work together for the next five years. The objectives of the overall planning process are: to prioritize and address current and future community needs, to identify program and service gaps, and to develop strategies to address the challenges the families of Queen Anne's County face. This needs assessment is a critical first step in the Partnership's next Five-year plan to continue improving the well-being of our county's children and families.

Methodology

The assessment was conducted in two phases. In phase one, a meta-analysis of various local, regional, state and national studies and databases was conducted in order to gather existing data and information. This included descriptive statistics such as census data, local surveys, and school information. In addition, more than two dozen agency and organizational strategic plans from the county were reviewed.

In phase two, community input was sought through key informants and a community survey. Key informants included the members of the Partnership and critical partners who are knowledgeable about the community and can accurately identify priority needs and concerns. The survey was delivered in two formats; online and telephone. The telephone survey was administered by the staff of Chesapeake HELPS. Survey Monkey was used as the electronic platform with the ability to capture data and organize it. All survey respondents remained anonymous. Announcements of the survey were broadcast via email, the Partnership's website, networking, and personal contact with community members. Telephone survey respondents were randomly selected and care was taken to ensure geographic distribution. Places were targeted for outreach efforts in an attempt to mirror the latest census data by race, ethnicity, and age categories. There were 470 respondents, 81.4% of whom were female and 18.6% were male, 91.5% Caucasian, 6.52% African American, 1.42% Native American, and 0.28% Asian (which is largely consistent with the county's demographics), 25% were between 45 and 54 years of age (similar to the mean age of the county) 10% under 35, 27% 35-44, 25% 55-64 and 7% over 65. The majority of respondents live in the Centreville area, followed by Stevensville and Queenstown (similar to the distribution of the population across the county). The survey results are located beginning on page 18.

“We need something structured but appealing for the youth in our county. I have lived here my whole life and not much has changed in regards to activities for youth. We need a community center, after school tutoring, a safe place for youth to go instead of going home to an empty house. A large portion of youth in our county are using drugs and alcohol, getting into violent crime, selling illegal substances, getting pregnant, have mental health needs that go untreated, are dropping out of school and are in unhealthy, violent relationships.” -Survey Respondent

Community Profile

Geography

Queen Anne's is a rural, low density county. Incorporated towns are Barclay, Centreville, Church Hill, Queen Anne, Queenstown, Sudlersville, and Templeville. Queen Anne's County has a total area of 509.79 square miles of which 137.58 square miles are water (26.99%). The county is bordered by the Chesapeake Bay to the west, to the north by Kent County, to the south by Talbot County, and to the east by Caroline County.



Demographics

The county's 2010 population was 47,798, an increase of 17.8% over its 2000 population. People under the age of 18 comprise 23.5% of the population, similar to the state average of 23.7% for the same age group. People 65 years of age and over account for 14.3% of all county residents compared to 12.1% for the state. The median age of Queen Anne's County residents is 42.6 years.

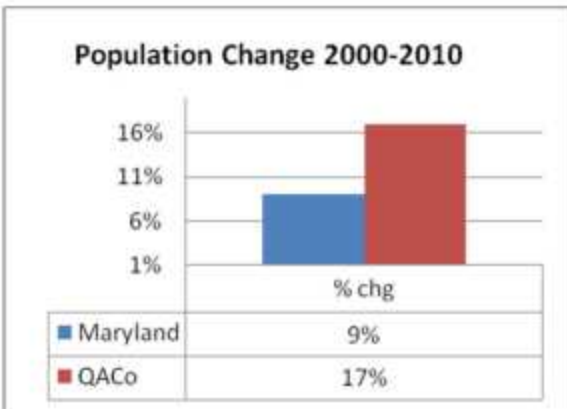
| 2010 | Population | < 18 | 65 and over | Female | Male |
|----------|------------|------|-------------|--------|------|
| Maryland | 5,773,552 | 23.7 | 12.1 | 51.5 | 48.5 |
| QA Co | 47,798 | 23.5 | 14.3 | 50.4 | 49.6 |

Source: U.S. Census 2010

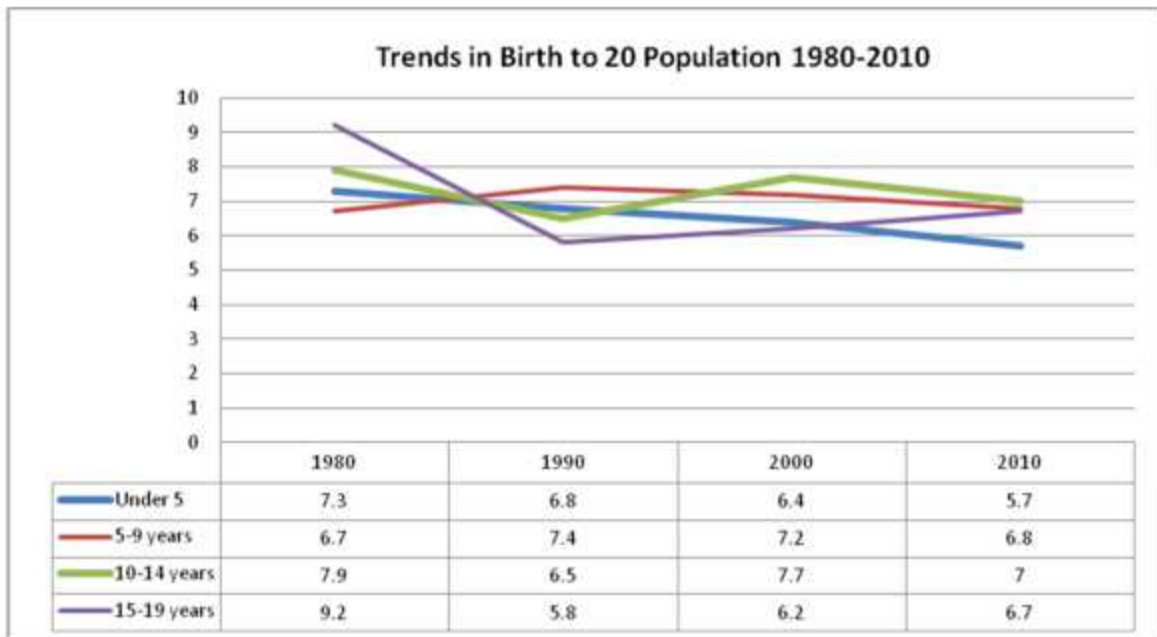
An estimated 9.2% of the total households are households with children under 18 years of age and are headed by females with no husband present. The figure is 4.4% for single fathers. The number of households where grandparents are living with their own grandchildren under 18 years of age is 735 or 4.4% of total households. Additionally in 280 or 1.7% of total households, the grandparent is the sole adult responsible for the children.

| Grandparents Raising Grandchildren – 2010 | | |
|---|------------|--------------|
| Number of grandparents living with own grandchildren under 18 years | 735 | 735 |
| Responsible for grandchildren | 280 | 38.1% |
| Years responsible for grandchildren | | |
| Less than 1 year | 53 | 7.2% |
| 1 or 2 years | 30 | 4.1% |
| 3 or 4 years | 109 | 14.8% |
| 5 or more years | 88 | 12.0% |
| Responsible grandparents who are female | 201 | 71.8% |
| Responsible grandparents who are married | 163 | 58.2% |

Source: U.S. Census 2010



Queen Anne's County experienced a sharply higher increase in population than the state average. Notable trends in population changes include the decline in young children in the county while elementary and middle school aged children remain constant and high school students have begun trending up after a sharp decline in the 1980's.



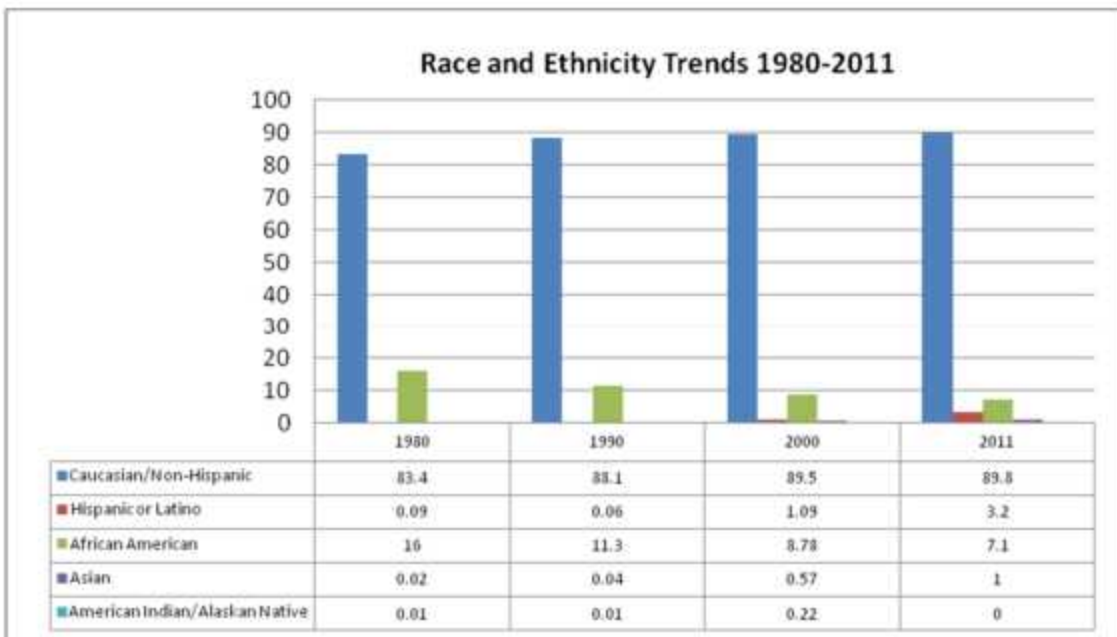
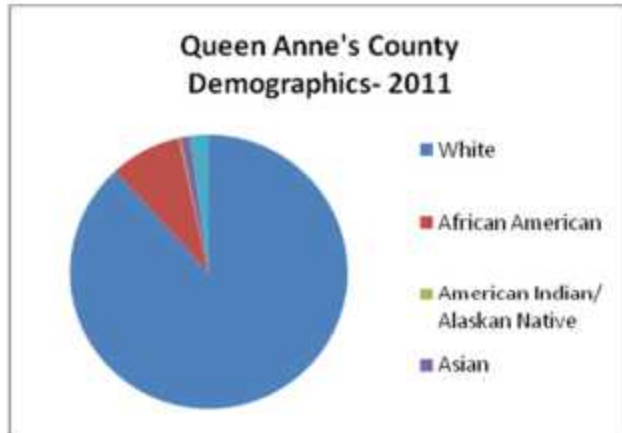
Source: U.S. Census 2010

Race and Ethnicity

The racial and ethnic makeup of Queen Anne's County is less diverse than the state overall. In 2011 of the total population 89.8% are non-Hispanic Caucasians, 7.1% are African American, 3.2% are Hispanic or Latino and the remaining residents are from other ethnic backgrounds (U.S. Census Bureau). The change in race/ethnicity has been significant; with a decline in the African American population and a doubling of the Hispanic/Latino population in the past decade. The county is becoming older and predominately Caucasian.

| Race/Ethnicity | Percentage of Total Population- 2011 | |
|--------------------------------|--------------------------------------|----------|
| | Queen Anne's | Maryland |
| Caucasian/Non-Hispanic | 89.8 | 61.1 |
| Hispanic or Latino | 3.2 | 8.4 |
| African American | 7.1 | 30.0 |
| Asian | 1.0 | 2.9 |
| American Indian/Alaskan Native | 0.3 | 0.4 |

Source: U.S. Census 2010 (2011 Estimate)



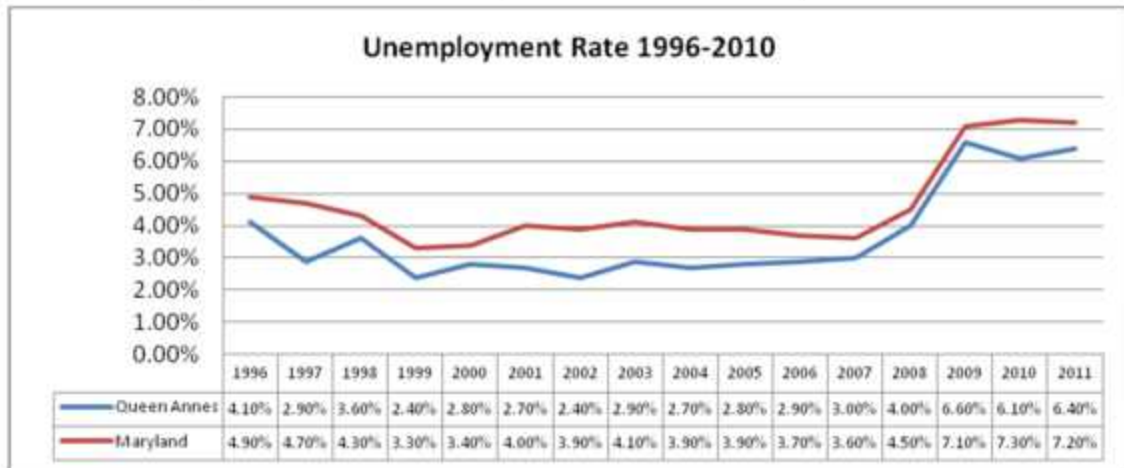
Source: U.S. Census 2010 (2011 Estimate)

| Language Spoken At Home - 2010 | | |
|-------------------------------------|--------------|-------------|
| Population 5 years and over | 44,211 | 44,211 |
| English only | 41,654 | 94.2% |
| Language other than English | 2,557 | 5.8% |
| Speak English less than "very well" | 852 | 1.9% |
| Spanish | 1,386 | 3.1% |
| Speak English less than "very well" | 578 | 1.3% |

Source: U.S. Census 2010

Economics

While the unemployment rate remains lower than the rest of the state, the percentage of single mothers with young children living in poverty is significantly higher than the state average. And although the median income is higher it may be the result of residents increasingly commuting outside of the area for work. In addition, it is notable that the cost of basic needs has increased by almost twice as much as the average in the state which has likely contributed to the sharp increase in Food Stamp utilization.

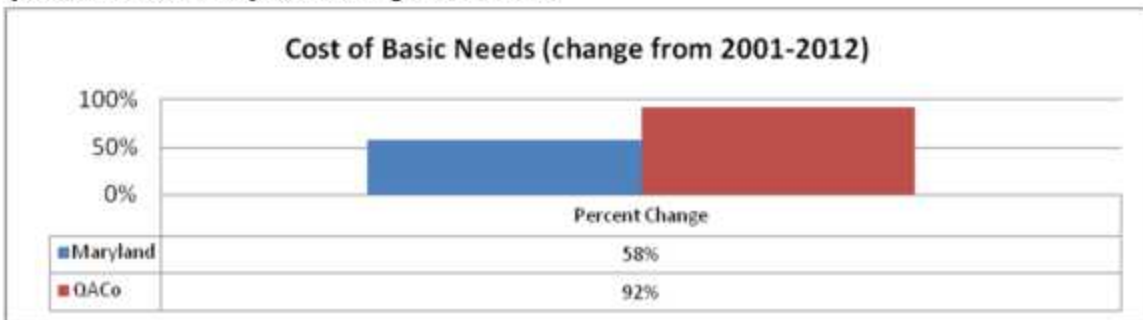


Source: Bureau of Labor Statistics

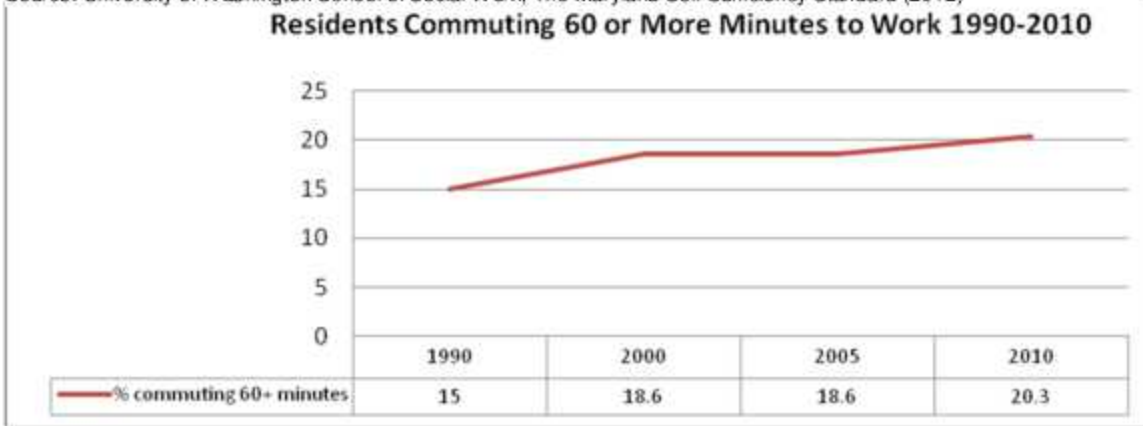
| 2010 Poverty Levels (Percentages) | | |
|---|-------------|-------------|
| Household Composition | QA | MD |
| Families Below Poverty Level | 4.4 | 6.1 |
| Families with Children Under 18 Living Below Poverty | 6.6 | 8.7 |
| Families with Children Under Age 5 Living Below Poverty | 7.5 | 10.7 |
| Families with Female Head of Household Living Below Poverty | 17.4 | 18.4 |
| Families with Female Head of Household and Children Under Age 18 Living Below Poverty | 20.9 | 23.4 |
| Families With Female Head of Household and Children Under Age 5 Living Below Poverty | 41.9 | 32.6 |
| Households with Income Below \$25,000 | 19.0 | 20.6 |

Source: U.S. Census 2010

Queen Anne's County experienced the largest increase in the cost of basic needs of all jurisdictions in Maryland during 2001-2012.



Source: University of Washington School of Social Work, The Maryland Self Sufficiency Standard (2012)



Source: U.S. Census

| 5 Year Trend in Food Stamp Utilization | | | |
|--|---------|---------|---------------|
| | 2007 | 2012 | % Increase |
| QA Co | 1,377 | 4,421 | 221.1% |
| Maryland | 320,134 | 719,507 | 124.8 |

Source: Kids Count Data Center

Education

Compared to the state average, Queen Anne's County has a higher percentage of young adults who have graduated from high school although fewer have gone on to higher education.

| 2010 | Bachelor's Degree or Higher (%) | High School Graduates (%) |
|----------|---------------------------------|---------------------------|
| Maryland | 36.1 | 88.1 |
| QACo | 30.0 | 91.0 |

Source: U.S. Census

There are 14 public schools in Queen Anne's County and five private schools. Of the 14 public schools in the county, three are Title I schools. The Title I School Program is a federally sponsored program that provides academic assistance to support the high percentage of students from low income families. Enrollment at the Queen Anne's County public schools in 2011 was 7,761 and the per pupil cost for 2009-2010 was

| Educational Attainment- Queen Anne's County- 2010 | | |
|---|--------|--------|
| Population 25 years and over | 32,156 | 32,156 |
| Less than 9th grade | 908 | 2.8% |
| 9th to 12th grade, no diploma | 2,407 | 7.5% |
| High school graduate (includes equivalency) | 9,789 | 30.4% |
| Some college, no degree | 7,130 | 22.2% |
| Associate's degree | 2,404 | 7.5% |
| Bachelor's degree | 5,837 | 18.2% |
| Graduate or professional degree | 3,681 | 11.4% |
| Percent high school graduate or higher | (X) | 91.0% |
| Percent bachelor's degree or higher | (X) | 30.0% |

Source: U.S. Census

\$11,671.

| School Enrollment- 2011 | | |
|--|--------|--------|
| Population 3 years and over enrolled in school | 11,381 | 11,381 |
| Nursery school, preschool | 931 | 8.2% |
| Kindergarten | 644 | 5.7% |
| Elementary school (grades 1-8) | 5,110 | 44.9% |
| High school (grades 9-12) | 2,635 | 23.2% |
| College or graduate school | 2,061 | 18.1% |

Source: MSDE, Maryland State Report Card

Total enrollment by school is presented in the following table, along with the percentage of students are living at or below the poverty level based on free and reduced meals.

| Schools - Enrollment and Title I | | | |
|----------------------------------|-----------------|--------------------------------------|---------|
| School | 2012 Enrollment | Percentage at or below Poverty Level | Title I |
| Bayside Elementary School | 409 | 24.94% | |
| Centreville Elementary School | 545 | 27.52% | |
| Church Hill Elementary School | 316 | 33.54% | X |
| Grasonville Elementary School | 491 | 36.46% | X |
| Kennard Elementary School | 504 | 22.62% | |
| Kent Island Elementary School | 486 | 27.78% | |
| Matapeake Elementary School | 512 | 14.45% | |

| | | | |
|---------------------------------------|--------------|---------------|----------|
| Sudlersville Elementary School | 343 | 58.31% | X |
| Centreville Middle School | 509 | 20.24% | |
| Matapeake Middle School | 353 | 14.45% | |
| Stevensville Middle School | 520 | 22.69% | |
| Sudlersville Middle School | 457 | 42.01% | |
| Kent Island High School | 1,175 | 17.02% | |
| Queen Anne's County High School | 1,140 | 25.26% | |
| Total | 7,760 | | |

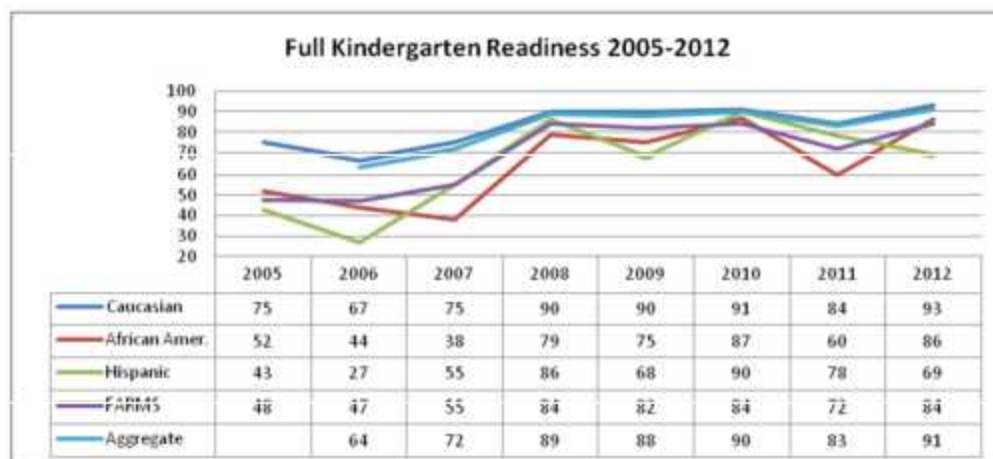
Source: QACPS – Free & Reduced Lunch

Queen Anne's County Child Well-Being Results and Indicators

Since 2000 the Community Partnerships for Children and Families has worked to ensure that Children Enter School Ready to Learn, Children are Successful in School and Communities Support Family Life. Much progress had been made in each of these three areas however, as the data below demonstrates, more can be accomplished.

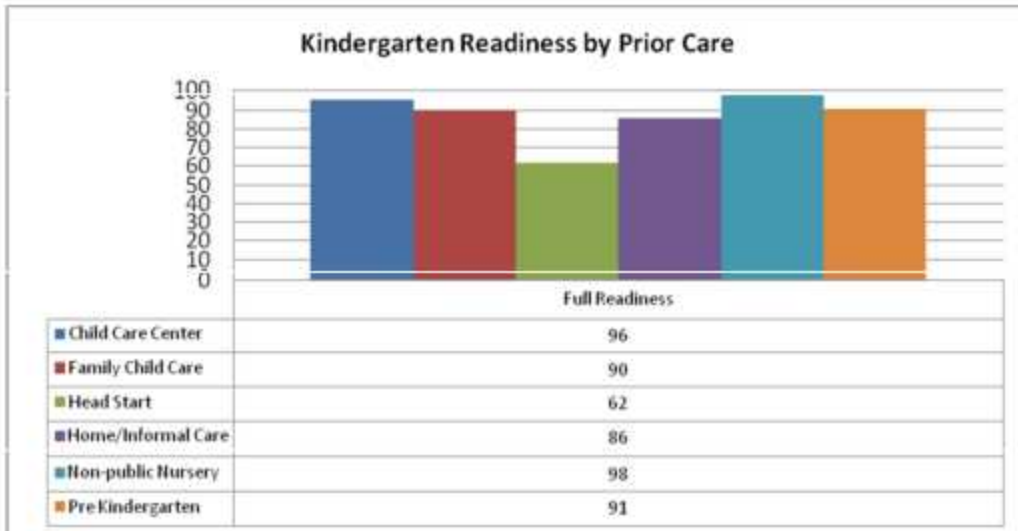
Children Enter School Ready to Learn

Queen Anne's County has seen remarkable success in preparing children to be ready to enter school. In 2006 only 64% of the children were ready for kindergarten. That number has increased to 91% in 2012 through the collective efforts of the programs and services that make up the Early Childhood System. However, as the chart below illustrates, there are disparate outcomes for children of color and children living in poverty.



Source: MSDE, Maryland Model for School Readiness (MMSR)

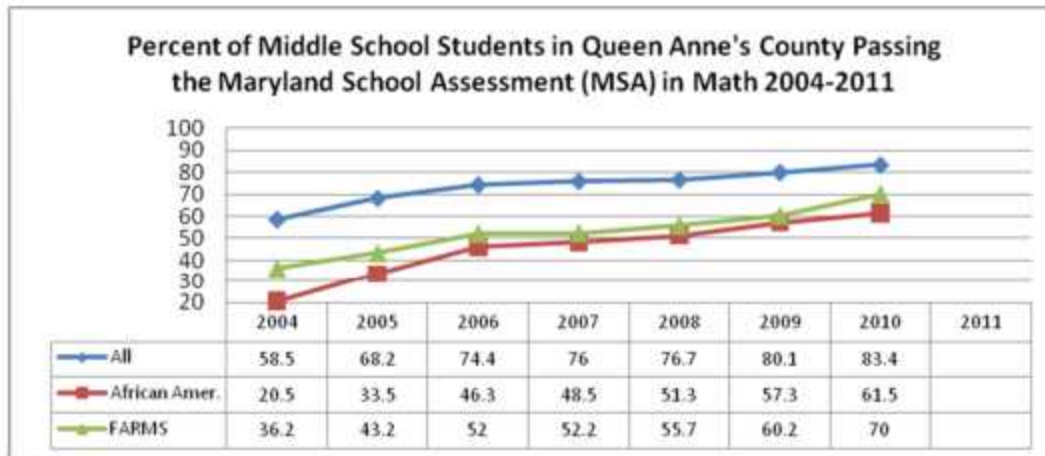
In addition, there appears to be a strong relationship between the prior childcare setting and the child's readiness for school. While there is very little difference in the outcomes between children in home care and those in a child care center, it will be important to examine the connection between Head Start participation and school readiness.



Source: MSDE, Maryland Model for School Readiness (MMSR)

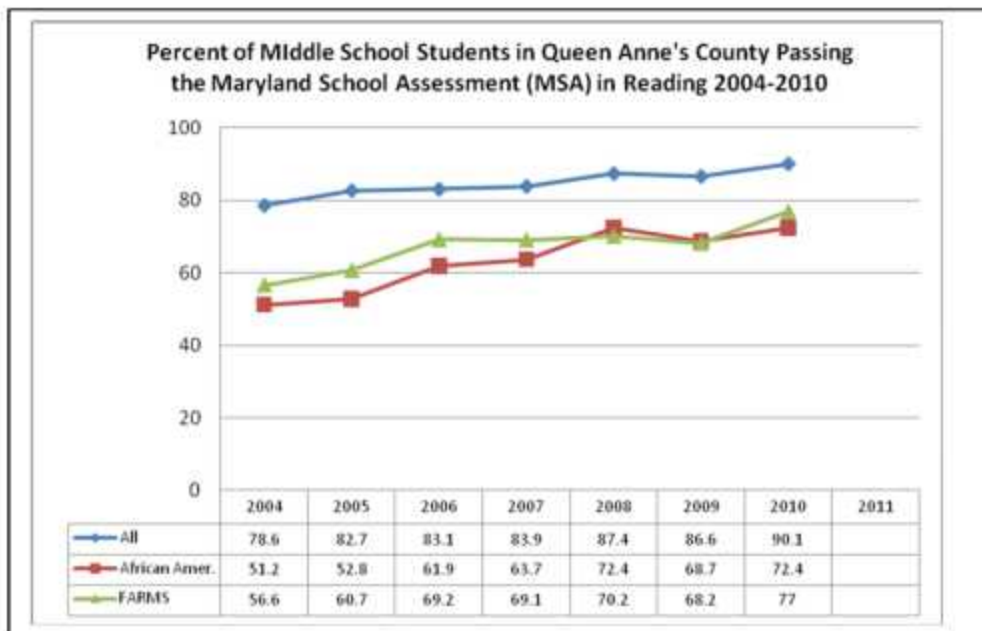


Children Successful in School

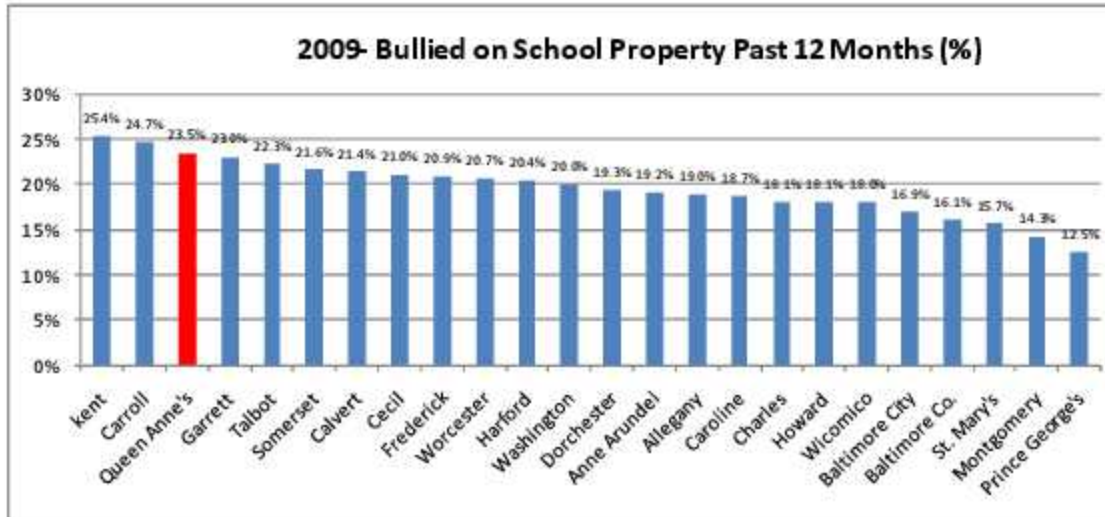


Source: MSDE, Maryland Model for School Readiness (MMSR)

As was the case with school readiness, the collective efforts of the academic and community stakeholders have resulted in marked improvements in middle school academic performance. The percentage of children passing the MSA math assessment went from 58.5% in 2004 to 83.4% in 2010 and those passing the reading assessment went from 78.6% in 2004 to 90.1% in 2010. However, similar once again to school readiness, children of color and children living in poverty are performing poorly as compared to middle schoolers as a whole.

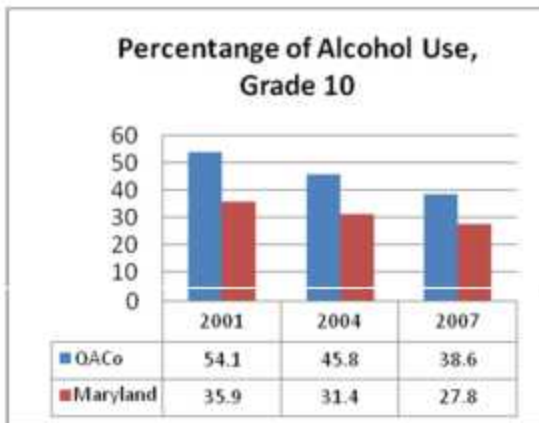


In addition to the significant achievement gap the data also raises red flags about other adolescent issues in the county, such as bullying, alcohol and marijuana use, school attendance and school suspensions.

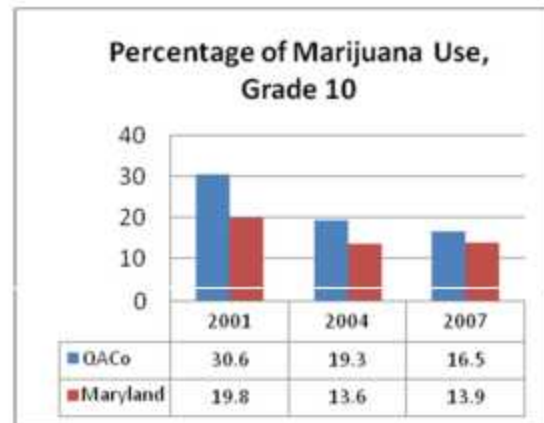


Source: MSDE, Youth Behavior Risk Survey





Source: MSDE, Youth Behavior Risk Survey (YBRS)/ Maryland Adolescent Survey



Source: MSDE, Youth Behavior Risk Survey (YBRS)/ Maryland Adolescent Survey

| School Suspensions by High School and Offense Type | | | | | | |
|--|-------------|--------------|-------------|--------------|-------------|--------------|
| Offense | 2008-2009 | | 2009-2010 | | 2010-2011 | |
| | Kent Island | Queen Anne's | Kent Island | Queen Anne's | Kent Island | Queen Anne's |
| Attendance | 16 | 71 | 11 | 14 | 6 | 30 |
| Dangerous Substances | 36 | 29 | 38 | 38 | 22 | 22 |
| Weapons | 3 | 2 | 5 | 4 | 1 | 3 |
| Attacks/Threats/Fighting | 68 | 86 | 53 | 50 | 48 | 62 |
| Arson/Fire/Explosives | 0 | 1 | 0 | 0 | 0 | 0 |
| Sex Offenses | 2 | 12 | 0 | 8 | 3 | 10 |
| Disrespect/Insubordination/ Disruption | 143 | 211 | 185 | 124 | 151 | 153 |
| Other | 26 | 99 | 33 | 54 | 44 | 29 |
| TOTAL | 294 | 511 | 325 | 292 | 275 | 309 |

Source: MSDE, Maryland State Report Card

Chronic absenteeism increases achievement gaps throughout a child’s academic career; at the elementary, middle, and high school levels.

| 2011 High School Attendance- Missing 20+ days | | |
|---|---------|---------------|
| High School | Percent | State Average |
| Kent Island High School | 10.6 | 11.9 |
| Queen Anne’s County High School | 13.2 | |

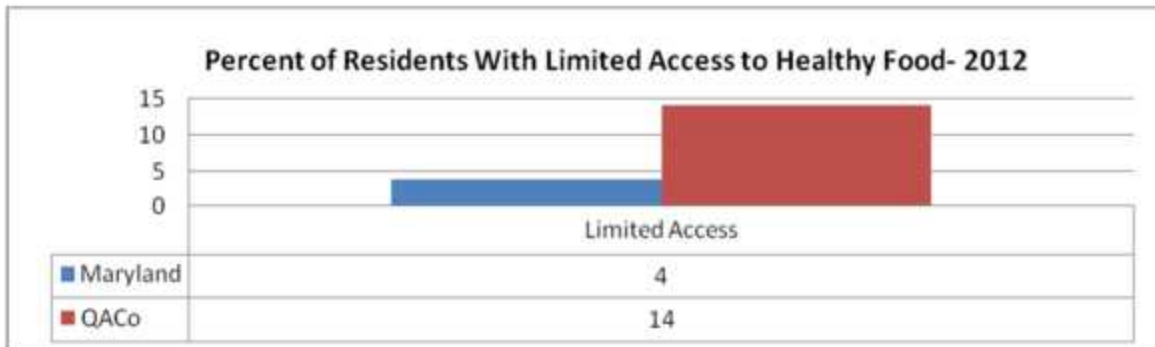
Source: MSDE, Maryland State Report Card

Communities that Support Family Life

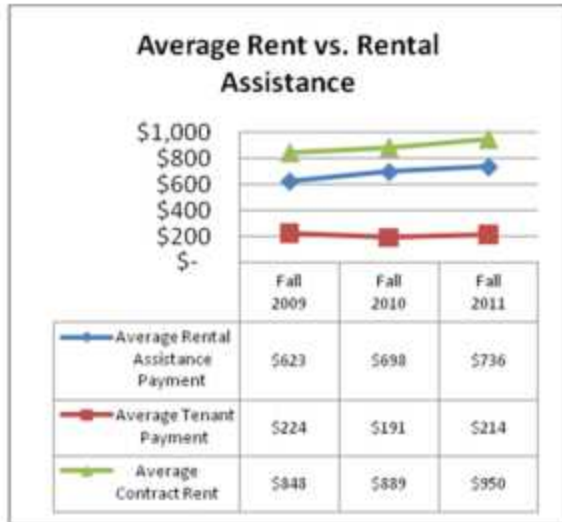
More than a decade ago the Partnership launched the Character Counts program to engage communities in the healthy development of children and youth. As the chart below illustrates, every year middle and high school students have shown increases in how frequently they demonstrate key character traits.

However, other areas of concern remain such as the availability of safe, decent and affordable rental housing, the use of alcohol by adults and the availability of healthy foods. These data signal a need for the Partnership to continue its focus on this result area.

Significant parts of Queen Anne’s County are more than 5 miles from grocery stores or other sources of fresh food.



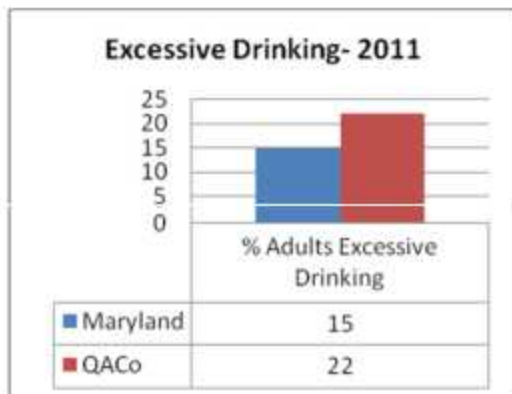
Source: County Health Rankings www.countyhealthrankings.org



Source: Queen Anne's County Housing Department



Source: Queen Anne's County Housing Department



Source: County Health Rankings

Alcohol Violations - 2011

| | DUI Arrest Rate (per 100,000) | Liquor Law Violation Arrest Rate (per 100,000) |
|-------------|----------------------------------|--|
| QACo | 282.3 | 56.5 |
| Maryland | 127.6 | 221.2 |

Source: County Health Rankings

Community Survey Findings

There were 470 respondents to the survey, 81.4% of whom were female and 18.6% were male, 91.5% Caucasian, 6.52% African American, 1.42% Native American, and 0.28% Asian (which is largely consistent with the county's demographics), 25% were between 45 and 54 years of age (similar to the mean age of the county) 10% under 35, 27% 35-44, 25% 55-64 and 7% over 65. The majority of respondents live in the Centreville area, followed by Stevensville and Queenstown (similar to the distribution of the population across the county).

"Ensure that children and family issues are made a priority."
- Survey Respondent

Comments on General Concerns:

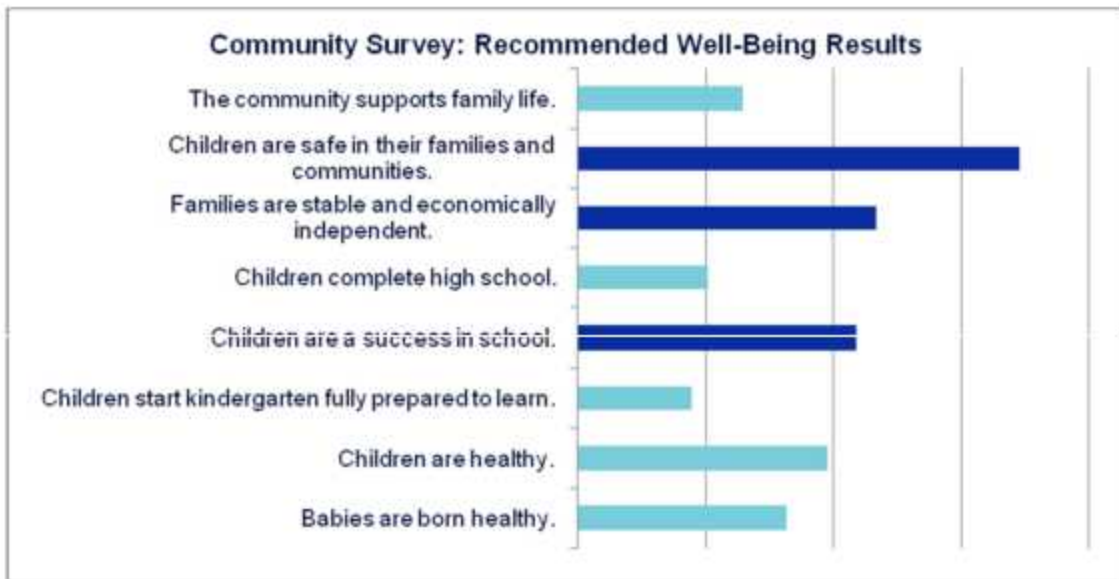
- Providing a prekindergarten program to all county children.
- Lack of job opportunities, access to jobs, have to leave the county for work.
- Transportation is a problem, lack of public transportation.
- Not much for kids to do, lack of recreational activities - no pool, movies, bowling community center, YMCA, indoor sports facility; have to travel for family activities; no adequate programs for young children.
- Lack of quality day care.
- High taxes and high costs of living in this county.
- Lack of affordable housing, high house prices, rentals are all high, overcrowding of



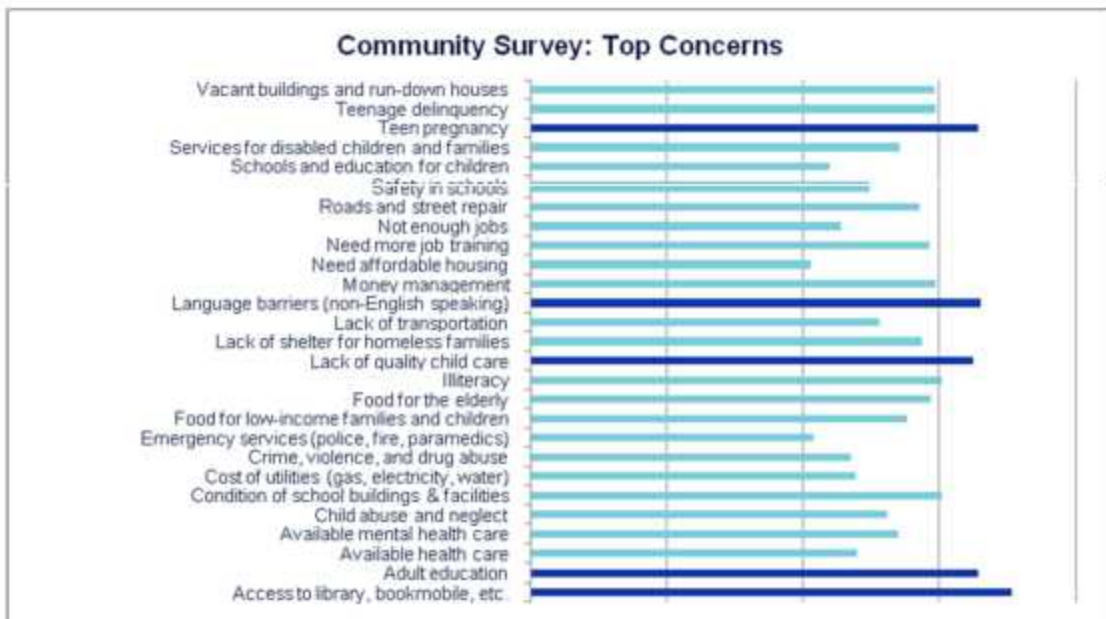
low income housing, too many living in same household because no rentals.

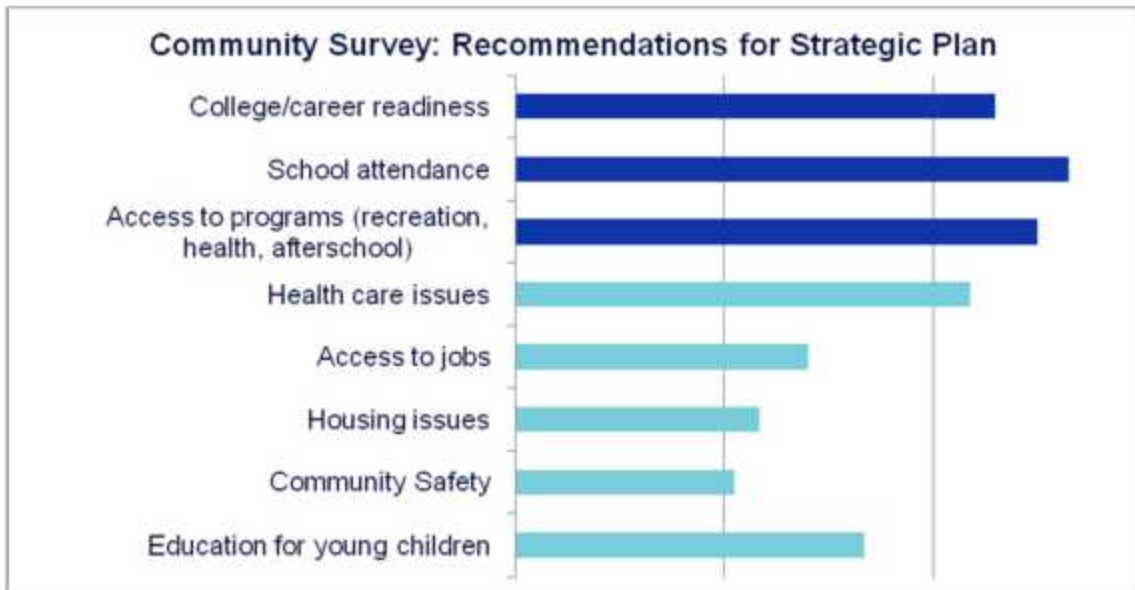
- There is racism in QA county and it interferes with the outlook for African American children compared to white students in the same income bracket.
- Limited special education programs. Problems with and in the school systems
- Lack of consistent programs from south to north county, fewer programs and services in northern end.

Survey respondents recommended a focus on two new result areas - Children are Safe in their Families and Communities and Families are Stable and Economically Independent – in addition to Children are Successful in School.



Respondents further recommended that strategies for the future focus on college/career readiness, school attendance and access to programs and recreation. It is notable that, beginning with the 1999 FABRIC report, the community has consistently been concerned with access to recreation and activities for youth.





Afterschool Activities:

- Only 22% of middle school parents and 39% of elementary school parents would use after school care services in their child's school if they were available.
- Parents reported that they do not utilize after school care at their child's school because they are a) not happy with the provider, b) unable to afford the cost of care and/or c) there is no program available.
- Both elementary and middle school children are going home after school to homes with no care. The overwhelming majority of the parents of these children do not like this situation and would prefer that their children be in supervised programming.

| Current Afterschool Arrangements |
|---|
| <ul style="list-style-type: none"> • Care by parent in own home • Care in relatives home • Care in home by relative • Care in home by non-relative • Child at home – Care by self • Child Care Center-off school site • Child Care Center on site at school • School based after school program • Family Child Care • Combination |

Overall Survey Comments:

- Transportation/Access To Services: Need easier access to children's programs. Improve conditions for those living in poverty; provide public transportation to those who do not have their own vehicles or are unable to drive. Create more programs for all areas of county not just Kent Island and Centreville.
- Activities: Need more affordable activities, more places for teens to go, more recreational activities-pool, movies, bowling, community center, YMCA, indoor sports facility, activities for families to attend together, more advocacy for children's activities, other than sports. Active children are less at risk for becoming delinquent, becoming pregnant, etc. Need to establish a community center like a YMCA with shuttle service to and from for residents. We don't need another park or pond, we

need a recreation center. Encourage, partner with and expand groups offering activities for students - make it easier to access these programs w/more county transportation. The county can either invest in the children now while their young or they can pay to house them in jail.

- Service Coordination/Co-Location: Need one central office to serve as a resource for families. This office would have information regarding Infant & Toddler, DDA, Health Department services, Social Services, MD's in the 5 county area, etc. We have all of these consortiums and programs all doing the same thing but remarkably there are citizens out there who still don't know where to access the information. There needs to be one central hub for programs and services. It's so confusing the way it is currently. Partnering regionally whenever possible.
- Early Childhood Programs: Need more affordable, accessible, high-quality programs for young children. Need to make Pre-K available to all. QA's needs to understand the importance to early child development, and what the great payoff is for allowing children to have the best opportunity from birth. Continue to aid the Judy Center; they touch so many lives at an early age.
- Housing: Need affordable housing and rentals, especially medium cost rentals. Dispel the myth that "affordable" housing attracts crime, etc. Instead of calling it "affordable" promote it as "workforce" housing. Need to make housing affordable for first-time home owners. Encourage more affordable housing to allow those who grew up in QAC to remain, become employed and raise their families here. Need more affordable housing for young people, and single parents.



Current LMB Programs and Resources

| Children Enter School Ready to Learn | |
|---|--|
| Early Childhood Prevention Committee | The State of Maryland required that all local jurisdictions have an active early childhood advisory council reflecting that of the State Advisory Council. The LMB was selected by the County Commissioners to oversee this process in partnership with the Board of Education. The goal of the local early childhood advisory council is to create an infrastructure to ensure collaboration and coordination at the local level to oversee the initiatives and reforms of the state's early childhood strategic plan, including the projects within the Early Learning Challenge Grant proposal. Each local advisory council will report local progress to the State Advisory Council. |
| Educare | The mission of Educare is to support programming in Queen Anne's County for young children and their families that promotes child and family wellbeing and/or enhances school readiness. When available funding is provided for children who are in a childcare center, family care or preschool. Additionally funding may go towards curriculum costs, materials, implementation of a new program such as bullying or hygiene or even an instructor. |
| Healthy Families Home Visiting Program | Healthy Families is a national evidence-based prevention and early intervention home visiting program model. Healthy Families Queen Anne's/Talbot was started in 2000. The goals of Healthy Families are to reduce child abuse and neglect, build the capacity of first time parents to raise a young child who will have the social, emotional, language and learning skills to be "ready for school" when they reach kindergarten age. The target population of the Queen Anne's/Talbot Healthy Families program is all first time parents, pregnant and with babies up to three months of age at enrollment, who are eligible for Medical Assistance (MA) or the Maryland Children's Health Program (M-CHP). Healthy Families services include frequent home visits, delivered on a schedule established by Healthy Families Maryland to accommodate a family's changing needs for service. Home Visits may be weekly, every two weeks, monthly, in some cases quarterly. Healthy Families is available to work closely with a family until the target child reaches five years of age. Home Visitors teach parents about parenting and child development using the PAT Born to Learn curriculum. More important, through ongoing positive, strength-based relationships between parent and home visitor, Healthy Families staff also model bonding and attachment, build parents' self-confidence, expands their range of parenting skills, support pre-natal and child health care, conduct regular developmental screenings on children, help parents achieve specific goals related to the child and the family, and aid in obtaining necessary services from other community agencies. Outcome indicators include but not limited to: decreased child abuse and neglect, healthy birth weight, completed childhood immunizations, improved safety in the home and increased parent knowledge of child development. |

Children Successful in School

Character Counts

Character Counts Coaching

CommUNITY Mentoring (aka "Project SAVVY)

Character Counts & Coaching: Character Counts! is a national coalition that includes: individuals, schools, communities and nonpartisan, nonsectarian nonprofit organizations. Members of the coalition share a common goal of teaching youth and, in some communities, adults about the importance of living a life of character. In Queen Anne's County, Character Counts! is a part of the Local Management Board. It is a volunteer initiative where volunteers are trained as Character Coaches who visit schools during the year and teach lessons about the six pillars.

Project SAVVY (Supportive Adults Valuing & Validating Youth): is a mentoring program recently established in Queen Anne's County to connect caring adults with youth. It was started by a group of dedicated volunteers who participated on a committee known as CommUNITY. Recently they joined with Character Counts Queen Anne's County. Mentors and mentees participating in Project SAVVY meet on a weekly basis for several hours. Mentors and mentees commit to the program for 12 months. Potential mentees are middle and high school aged students. Many are from the alternative school or have differing needs. The ultimate purpose is to give them an increased chance to succeed.

Achievement Mentoring for At Risk Youth (BMRP model)

The Behavior Monitoring and Reinforcing Program (BMRP) or "Achievement Mentoring" was a project that was originally developed by the Monmouth County (New Jersey) Narcotics Council and Dr. Brenna Bry, of Rutgers University to "assist schools in aiding low-motivated students to increase their attendance and motivation, and to help reduce drop out rates." Achievement Mentoring is designed to ensure that students in middle and high school for whom the traditional academic, disciplinary, and intervention methods are not sufficient, will stay in school and graduate. The Princeton Center for Leadership Training, in collaboration with Dr. Brenna Bry, is assisting Queen Anne's County in establishing and implementing the program. Proven outcomes among mentees include: a reduction in failing grades, improved school attendance, less likelihood to use substances, and less likely to enter the juvenile justice system. This program has been identified as a "Promising Program" by the University of Colorado's Study of Prevention of Violence – Institute of Behavioral Science.

Anti-Bullying Initiatives

The mission is to improve the health and well-being of children and youth in Queen Anne's County by reducing bullying through improved public awareness and putting into action a community-wide anti-bullying plan. Our vision is that all children and youth in QAC are supported by the community in understanding and dealing with bullying thus improving their health and well-being. A 33-member committee has been established and 150 school bus drivers have been trained, a parent fact sheet was prepared, QACTV made an informative video, and a presentation on building community partnerships was made at the annual state conference on bullying. The committee supports the implementation of the Olweus Anti-Bully Program, the gold standard in bullying prevention/intervention.

| | |
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| <p>Cultural Competence Initiatives</p> | <p>Cultural competence initiatives throughout Queen Anne's County occur through the work of a cultural competence committee established in 2010. It was established in order to develop strategies toward the goal: "that the Queen Anne's County system of care will be culturally competent." Based on their work, the LMB decided that all future projects and initiatives will be based on three core values of cultural diversity included in the following statement: In order to provide maximum accessibility to the Queen Anne's County system of care, Service providers will commit to the following core values of diversity and cultural awareness: 1) Honest and open dialogue, 2) Mutual respect, and 3) Acceptance of different values and beliefs. Adherence to these values helps create opportunities for greater understanding about persons who are different in ethnicity, gender, orientation, and group. Commitment to these values helps develop skills for interacting and working effectively within an increasing diverse County.</p> |
| <p>Suicide Prevention</p> | <p>The Queen Anne's County Suicide Prevention Committee is dedicated to reducing the rate of suicide by supporting and advocating for mental wellness in our county. The Goals are:</p> <ul style="list-style-type: none"> to provide or secure funding for community-based suicide prevention and mental wellness services which include training and to reduce stigma associated with accessing services |
| <p>Out of School Time Partnering for Youth After School Program Alpha-BEST</p> | <p><u>Partnering for Youth:</u> In response to the shootings at Columbine High School that occurred in 1999, the Queen Anne's County Local Management Board held two community-wide forums to get input from our citizens. Many thought that the characteristics of Jefferson County Colorado, the jurisdiction where Columbine is located, were similar to Queen Anne's County. There was an urgency to do something to avoid a similar devastating situation occurring in Queen Anne's County. The meetings were very well attended. Participants were asked to fill out a survey listing what they thought would be the most important resources to bring to Queen Anne's County to help prevent such an occurrence. Two ideas were overwhelming winners: build a character development program and have an afterschool program. At that time there was a small community run after school program at Sudlersville Middle School. In 2001 the LMB took advantage of the Maryland After School Opportunity Fund (MASOF) and was able to bring in funding to expand after school programming in the amount of \$407,000. A community advisory board was formed and partnered with staff from the Board of Education. This led to the ultimate development of the Partnering For Youth After School Program based at the Board of Education.</p> <p>At one time the Partnering for Youth program was available in every school in the County. By fiscal year 2004 the MASOF money was no longer available from the State. The decline in MASOF was partly alleviated by funds provided from the County. Due to extreme revenue shortfalls the County support was no longer available in fiscal year 2012. Currently, aggressive and successful grant seeking by Partnering for Youth combined with declining funds available from the State to the LMB now means that a relatively small portion of funds are provided from the LMB to the program. There is currently not enough funding to provide a Partnering for Youth program in every school in Queen Anne's County.</p> <p>The Afterschool program has been beneficial to many by providing activities that help children remain safe during after school hours, be creative, do</p> |

physical activities, become more self confident, achieve goals and improve school success. It is especially important in Queen Anne's County where a large majority of parents commute out of the County for employment. The program offers a safe, affordable, educational and creative alternative to violence, drugs, inactivity, and teen pregnancy. While at one point in the history of the Partnering for Youth program, the LMB provided the majority of funding through its programmatic streams, that is no longer the case.

Alpha Best: In response to extreme budget cuts in fiscal year 2012, the desire of the LMB to make consistent out-of-school time care available for all students in Queen Anne's County every day, the goal to help children be successful in school and safe in their communities and to make the project self-sustaining, the LMB Out of School Time committee was formed. They worked with the Board of Education to develop a new public/private strategy in which a private vendor was hired to provide out-of-school time programming during before and after school hours. After an intensive procurement and licensing process the vendor Alpha-BEST was selected to begin providing services during the 2012-13 school year. AlphaBEST designs and operates extended day, summer and tutoring programs that offer opportunities for students to learn, develop, explore, and have fun beyond the school day in a safe, educational environment. Their curriculum focuses on five core zones of interest: literacy, fitness, the arts, technology and foreign language. The program pays a fee to get use of identified schools and collects fees for the services they provide. Limited scholarships are available.

Communities that Support Family Life

Connected Community

- Chesapeake Helps 1-866-722-HLPS
- Family Navigators

Chesapeake Helps: serves as the gateway to services with resource and referral information available to all residents of the mid-shore area through their phone resource line: (866) 722-HLPS. Callers talk to a resource specialist who helps ensure a child-centered family-focused community-based and culturally competent System of Care. Resource specialists answer calls, assess needs; and navigate callers immediately to the appropriate resources. Later, they will follow up to make sure callers have been connected to the resources and are satisfied with the services received. Families that are assessed to have a child with intensive needs will be connected with a Family Navigator.

Family Navigators: A program that provides a trained parent or primary caregiver who has cared for a child with special needs assist other families to obtain the appropriate services and supports for their child and family. They are knowledgeable about state and local resources and how to access them. Navigators are not lawyers or therapists and do not advise families on decisions pertaining to their children. Instead they provide support and information and discuss options with families so that they can make the best choices for their children.

Supporting Other Agencies

- DSS – Child Advocacy Center
- Division of Housing and Community Services Support
- Maintaining Effective Programs
- Strategic Planning and Needs Assessment
- Local Care Team

DSS – Child Advocacy Center: A critical duty of the Local Management Board is to support other organizations that bring important resources to the County. The Department of Social Service is working to meet an important need through the development of the Queen Anne's County Child Abuse & Evaluation (CARE) Center program which coordinates the response to suspected child abuse cases by increasing communication among professional agencies. These efforts help to ensure that victims of child sexual abuse/assault and their non-offending caregivers have access to supports and services in a safe, culturally respectful environment. The LMB supports their mission and does what they can to help with simplifying grant applications, offering planning funds, along with other supports.

Division of Housing and Community Services Support: In fiscal year 2012 the Division of Housing and Community Services (DHCS) was placed under the direct supervision of the LMB Director. This provides another opportunity for the LMB to increase collaboration and make services available across the entire spectrum of need. The mission of DHCS is to provide a broad range of housing related services to assist residents of the County to acquire and maintain decent, safe and affordable housing.

Maintaining Effective Programs: Adhering to one of the original pillars of the Local Management Boards that is to assure that effective and successful programs occur, the LMB has been relentless in their pursuit of maintaining programs in the community that are making a difference. While this has been more difficult in the current fiscal climate, the LMB remains resolved to ensure that relevant and effective programs are maintained and increased when needed in Queen Anne's County.

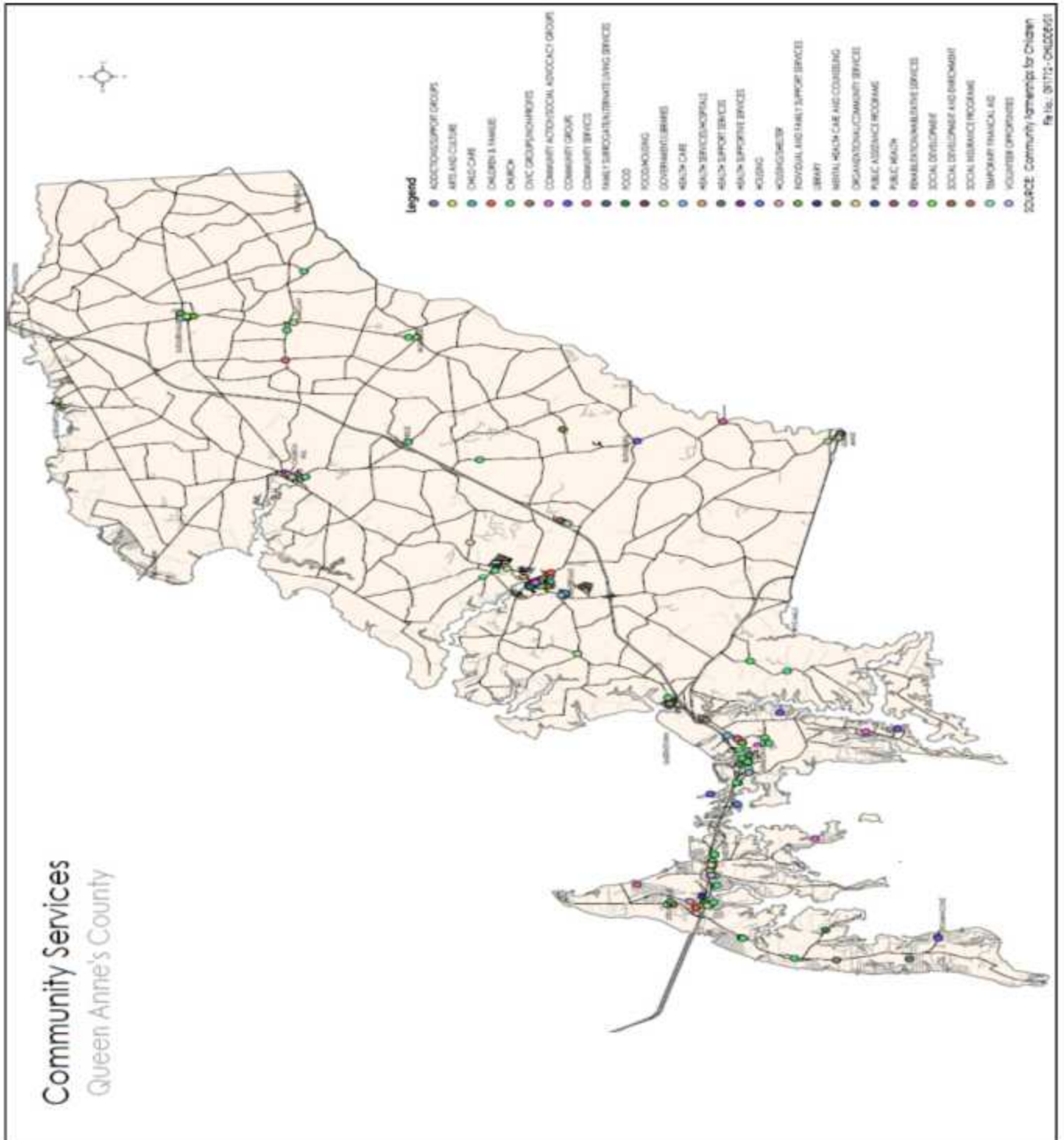
Strategic Planning and Needs Assessment: In order to respond to the specific child and family needs for Queen Anne's County, the LMB

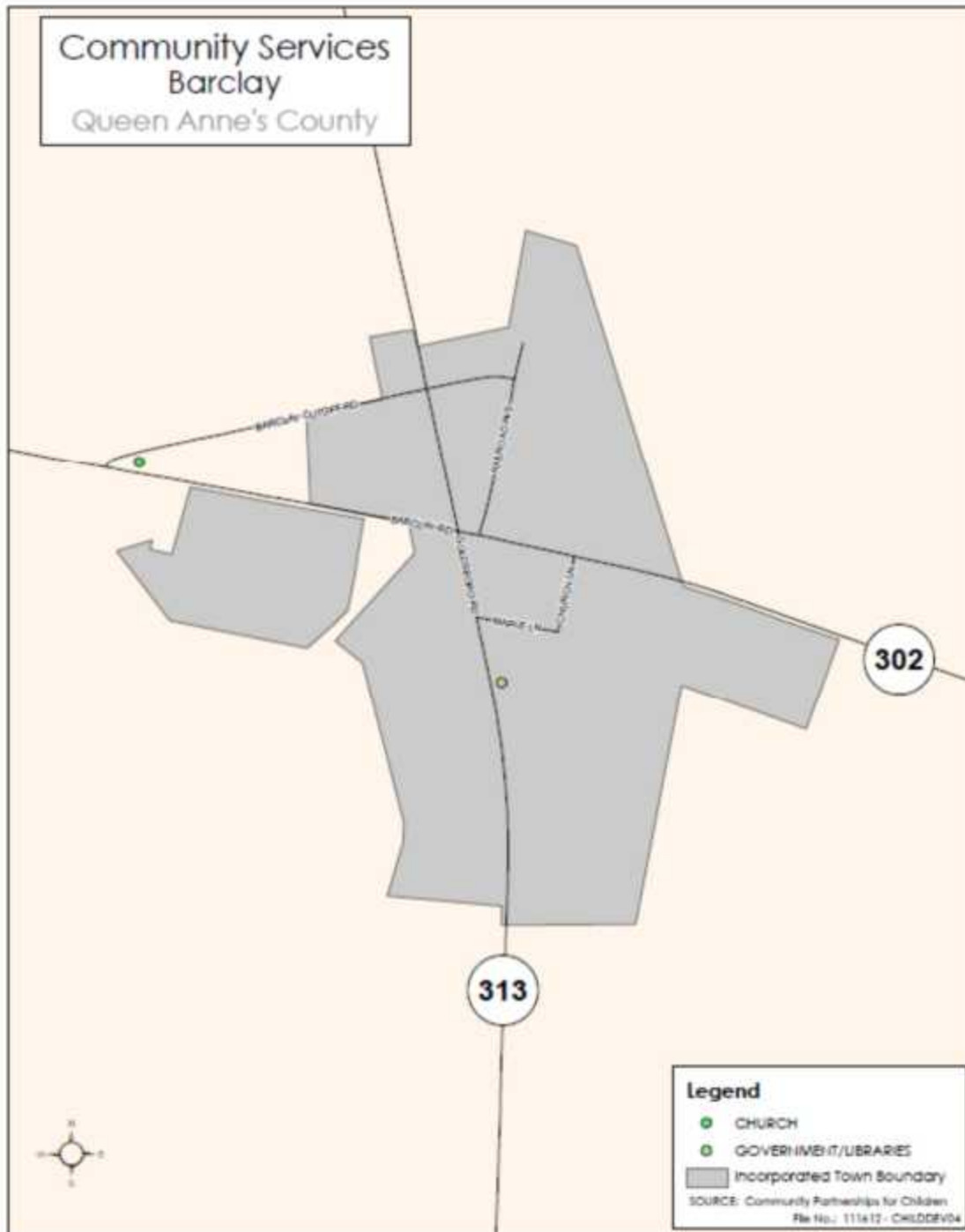
Communities that Support Family Life

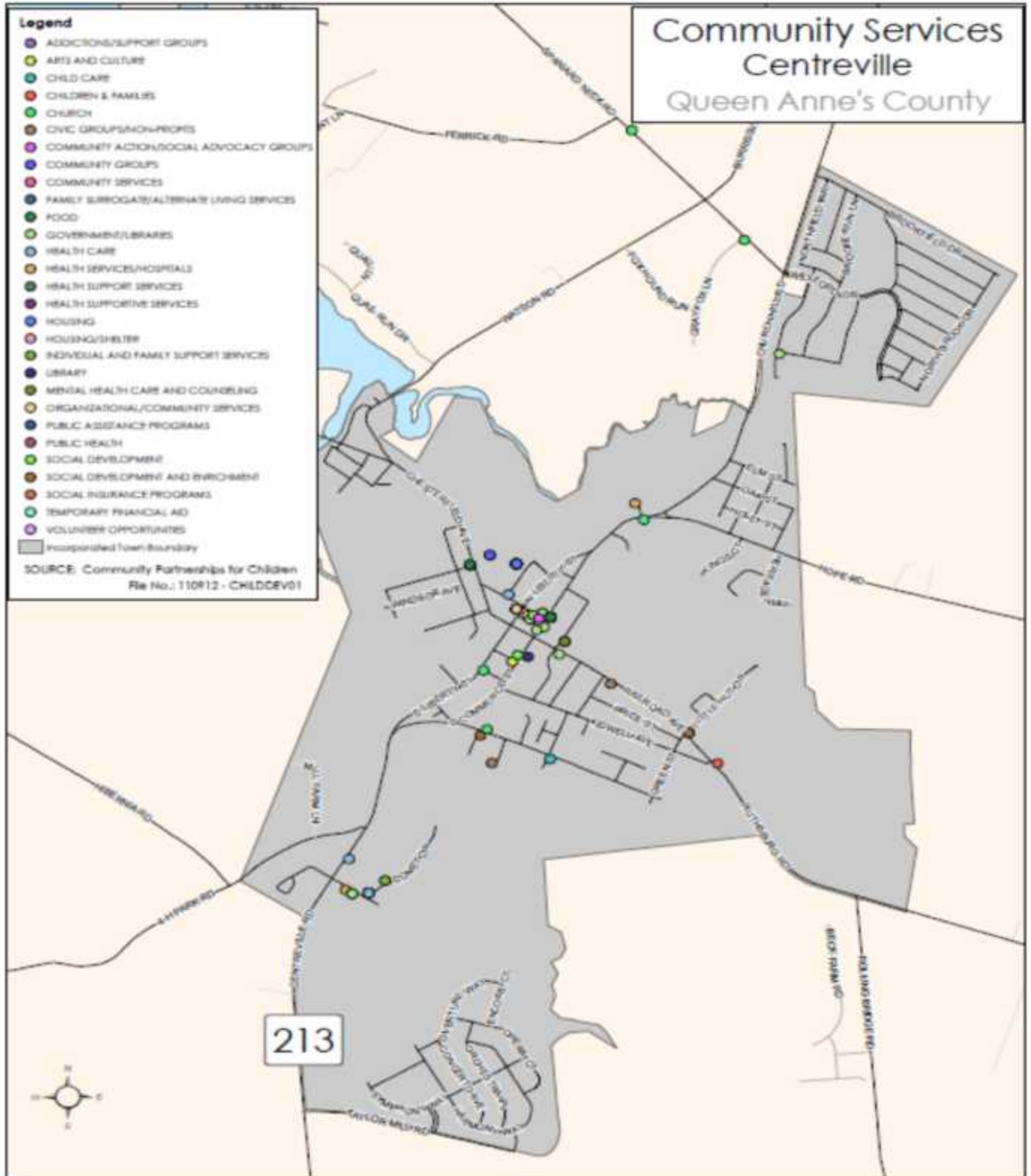
participates in a strategic planning and needs assessment process. The process involves the members of the Local Management Board being engaged in reviewing data, listening to community members, and being aware of specific needs so that they prioritize them and develop community wide strategies to address them.

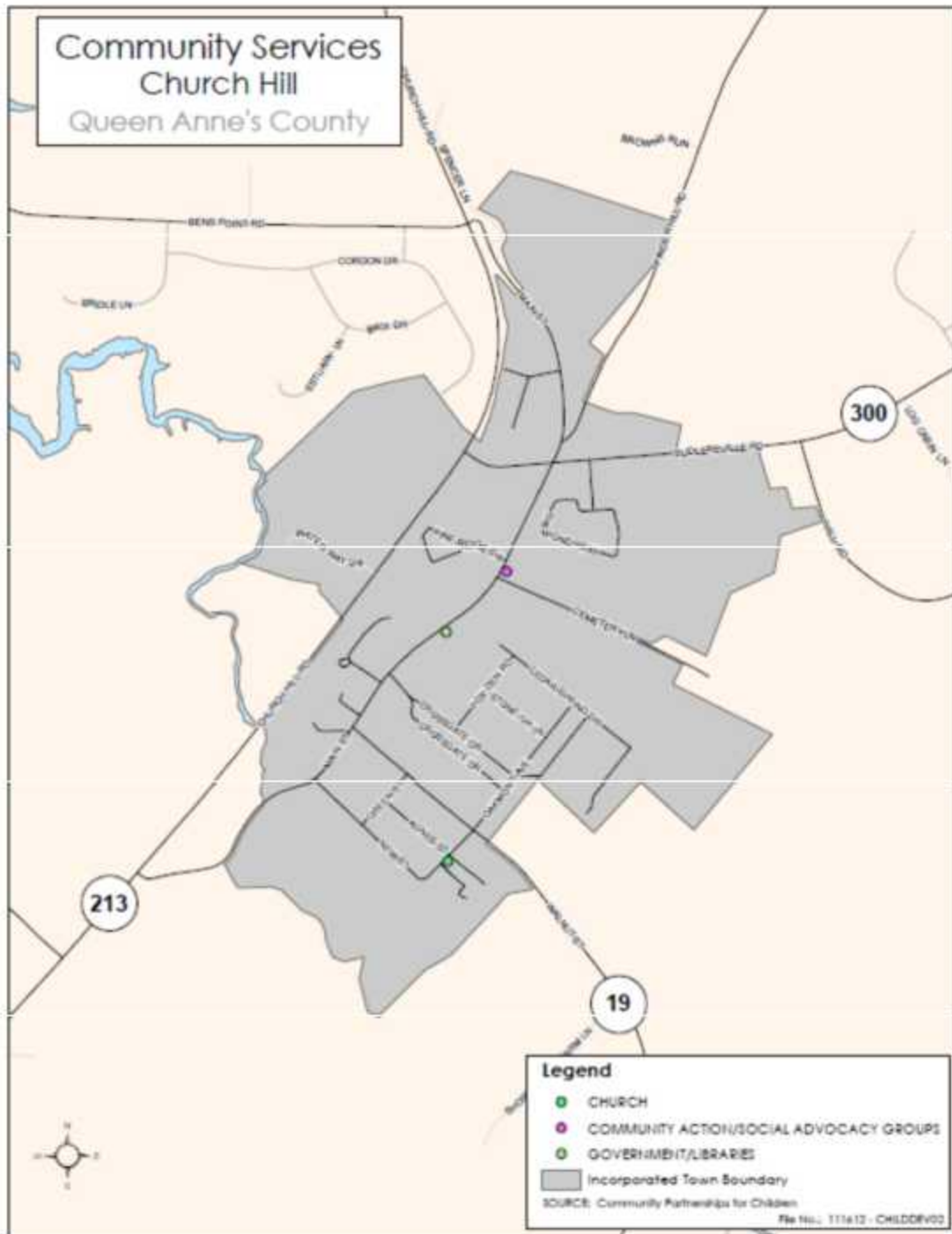
Local Care Team: Is a group made up of the members who were formerly on the Local Coordinating Council (LCC). Through a planning process, the group of local child serving professional and family advocates agreed to discuss and plan for children who are currently in placement or at risk of being put in a placement in order to do whatever is possible to avoid placements or to help with a smooth community transition after their placement. Additionally, the group serves the community directly by welcoming referrals and requests to participate from caregivers, parents, or other concerned community members. Committee members work together with parents to lend support, develop solutions and identify resources for their children. At these meetings, agencies, parents, care givers, attorneys etc. are always welcome to participate when their identified child/client is being discussed.

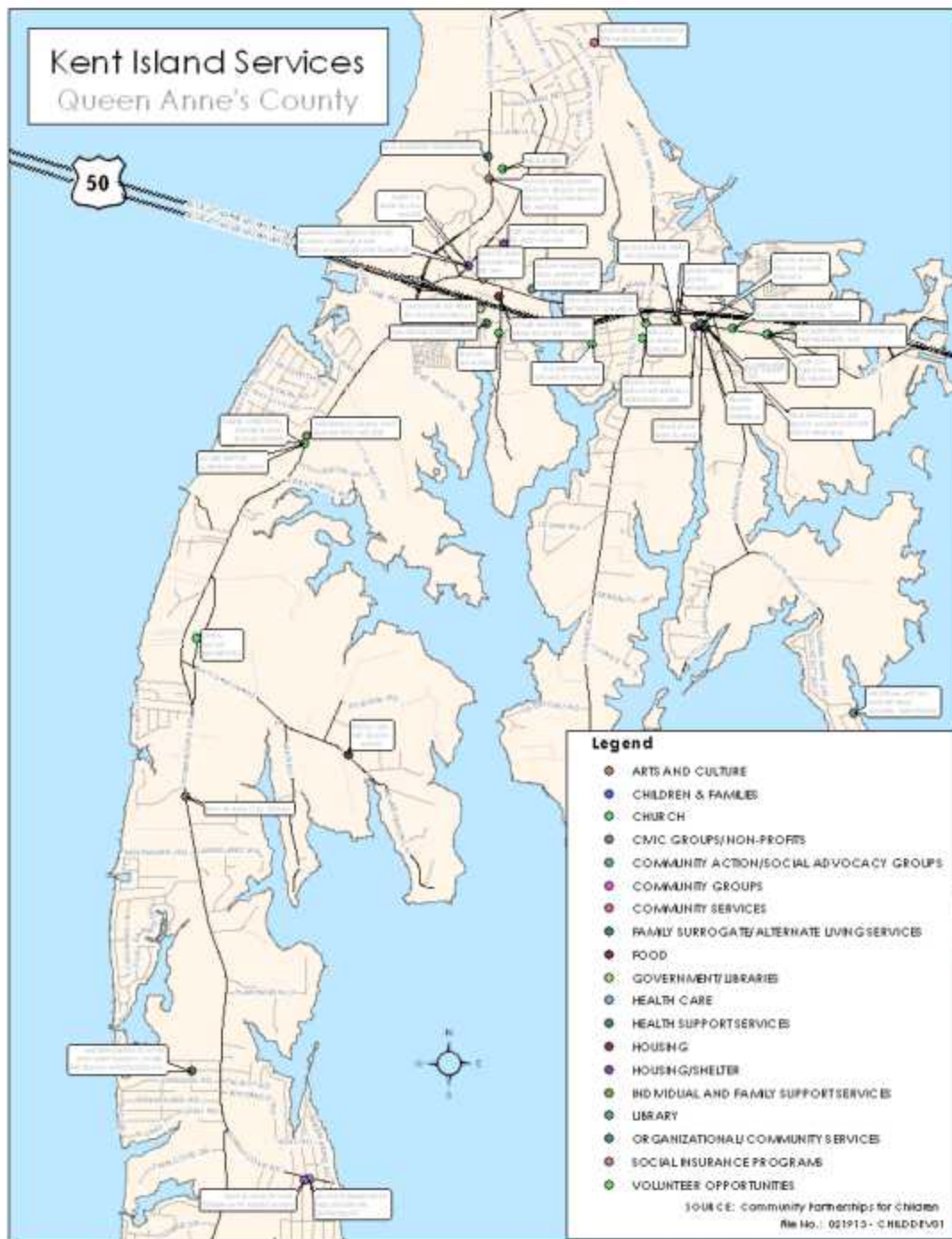
Community Services Maps

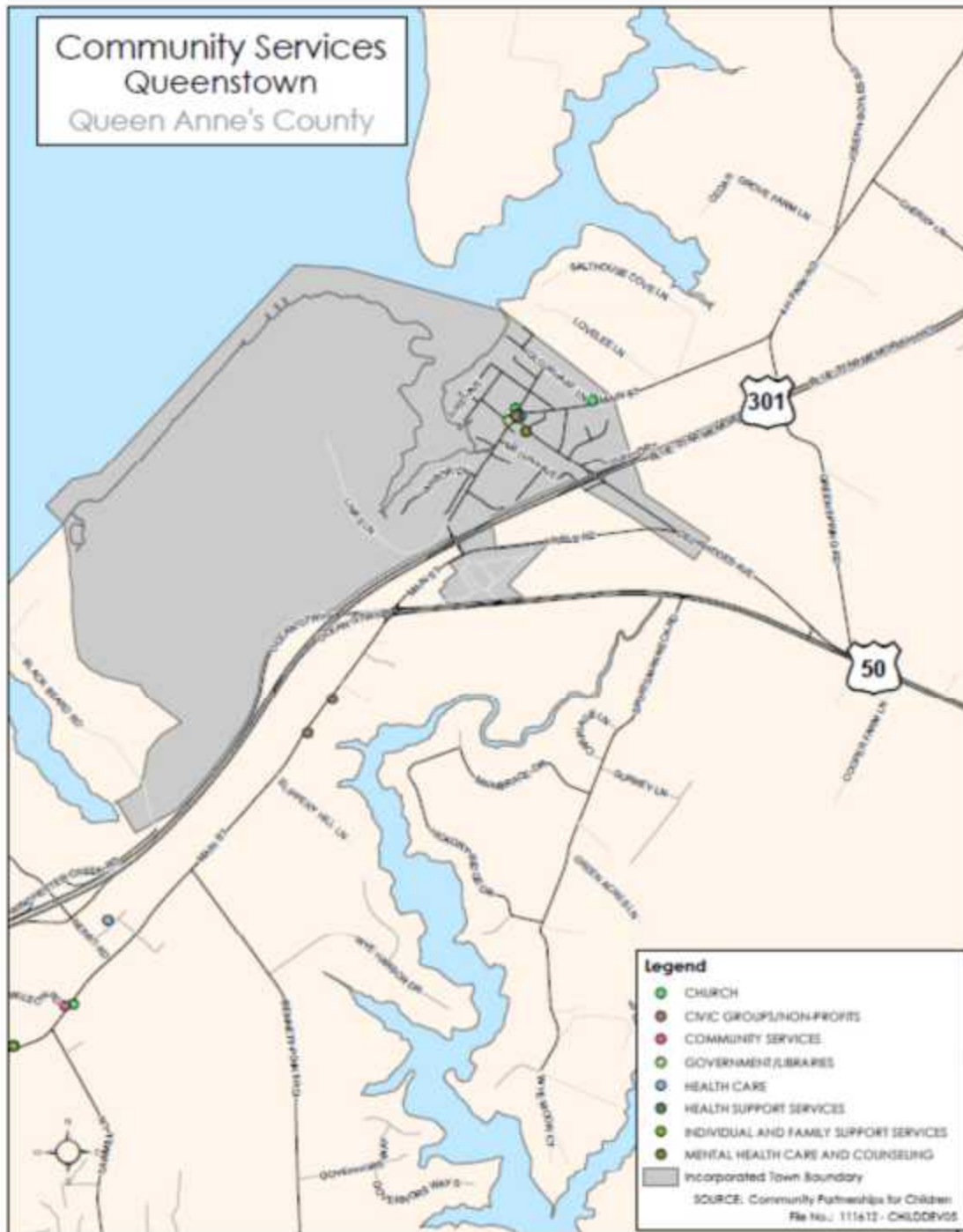


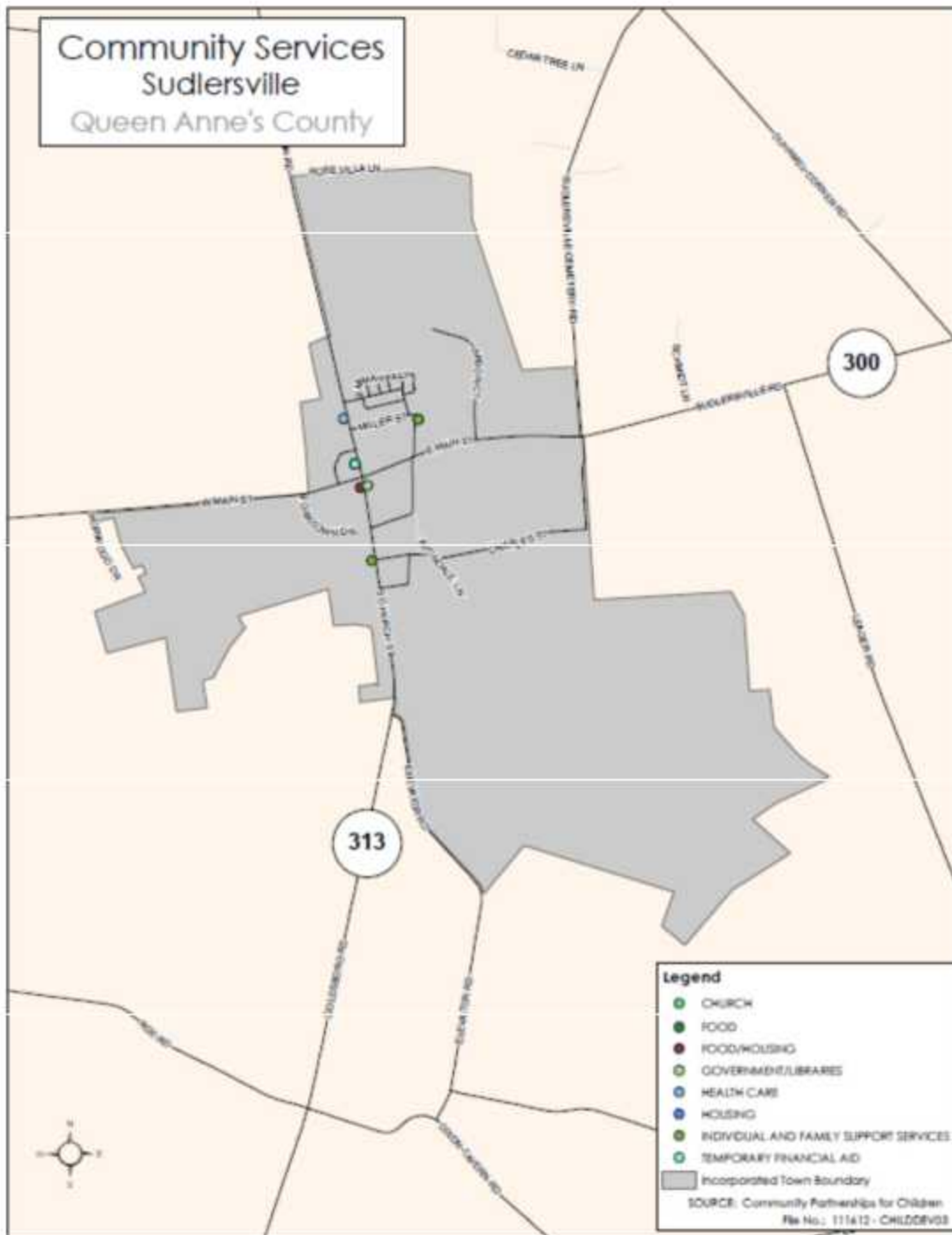












Community Services List

| Barclay | |
|-----------------------------------|-------------------|
| SERVICE ORGANIZATION | ADDRESS |
| Marvin Memorial United Methodist | 1423 Barclay Rd |
| United States Post Office/Barclay | 1325 Goldsboro Rd |

| Centreville | |
|--|---------------------------|
| SERVICE ORGANIZATION | ADDRESS |
| 4-H Equestrian Club | 505 Railroad Avenue |
| 4-H Programs | 505 Railroad Ave, Suite 4 |
| American Legion - Clarence E Wilson #21 | 122 Spring St |
| Bethel A.M.E Church-Centreville | 102 Washington Rd |
| Cases For Kids | 623 Railroad Ave |
| Centreville Community Church Of God | 101 Gray Fox Ln |
| Centreville Masonic Lodge #180 | 408 Railroad Ave |
| Centreville United Methodist | 608 Church Hill Rd |
| Character Counts! Queen Anne's County | 104 Powell St |
| Community Arts Alliance Of Maryland Inc | 206 S Commerce St |
| Corsica Hills Center- Genesis Healthcare | 205 Armstrong Ave |
| Corsica River Mental Health Services, Inc | 120 Banjo Lane |
| Crossroads Community, Inc | 120 Banjo Lane |
| Day Care, Inc | 410 Little Kidwell Ave |
| Delmarva Family Resources/Queen Anne's County | 142 Coursevall Dr |
| Developmental Disabilities Administration/QAC | 206 N Commerce St |
| Faith Tabernacle Holiness Church | 225 Little Kidwell Ave |
| Goodwill Volunteer Fire Company | 212 Broadway |
| Healthy Families Maryland QAC And Talbot | 206 N Commerce St |
| Hospice Of Queen Anne's, Inc | 255 Comet Dr |
| Lucretia Kennard Homemakers Club | 103 Holton St |
| Maryland Children's Health Program | 206 N Commerce St |
| Maryland Department Of Natural Resources Licensing And Registration Services | 120 Broadway St |
| Maryland Department Of Parole And Probation Centreville | 120 Broadway |
| Md Dept Of Assessments And Taxation, Queen Anne's | 120 Broadway |
| Mental Health Advisory Board-Queen Anne's County | 107 N Liberty St |
| Office Of The Public Defender For Queen Anne's Co | 120 Broadway St |
| Our Mother Of Sorrows | 301 Chesterfield Ave |
| Partners For Success-Queen Anne's | 202 Chesterfield Ave |
| QAC Adult Evaluation And Review Services | 206 N Commerce St |
| QAC Agricultural Preservation Advisory Bd. | 107 N Liberty St |
| QAC Agricultural Reconciliation Commission | 107 N Liberty St |
| QAC Alcohol And Drug Abuse Prevention Office | 206 Commerce St |
| QAC Arts Council And Center For The Arts | 206 S Commerce St |
| QAC Bicycle And Pedestrian Advisory Committee | 107 N Liberty St |
| QAC Comm Partnership For Children And Families Bd | 104 Powell St |
| QAC Comm Partnerships For Children And Families | 104 Powell St |
| QAC Dept Of Economic Dev, Agriculture And Tourism | 160 Coursevall Dr |
| QAC Dept Of Emergency Services Advisory Committee | 107 N Liberty St |
| QAC Electrical Examiners And Supervisors | 107 N Liberty St |

| Centreville | |
|---|------------------------|
| SERVICE ORGANIZATION | ADDRESS |
| QAC Property Tax Assessment Appeals Board | 107 N Liberty St |
| QAC Regional Mental Health Advisory Committee | 107 N Liberty St |
| QAC Seafood Reconciliation Committee | 107 N Liberty St |
| QAC TV | 107 N Liberty St |
| QAC Upper Shore Workforce Investment Board | 107 N Liberty St |
| Queen Anne's Co Local Management Advisory Board | 107 N Liberty St |
| Queen Anne's Co Upper Shore Mental Health Board | 107 N Liberty St |
| Queen Anne's County Alcohol And Drug Commission | 107 N Liberty St |
| Queen Anne's County Animal Control Board | 107 N Liberty St |
| Queen Anne's County Area Agency On Aging | 104 Powell St |
| Queen Anne's County Bay Bridge Airport Commission | 107 N Liberty St |
| Queen Anne's County Board Of Building Appeals | 107 N Liberty St |
| Queen Anne's County Board Of Elections | 132 N Commerce St |
| Queen Anne's County Board Of Elections Board | 107 N Liberty St |
| Queen Anne's County Board Of Zoning Appeals | 107 N Liberty St |
| Queen Anne's County Clerk Of The Circuit Court | 100 Court House Square |
| Queen Anne's County Commission On Aging | 107 N Liberty St |
| Queen Anne's County Commissioners Office/Queen Anne's County Boards | 107 N Liberty St |
| Queen Anne's County Council For Children And Youth | 104 Powell St |
| Queen Anne's County Department Of Health | 206 N Commerce St |
| Queen Anne's County Department Of Social Services | 125 Comet Dr |
| Queen Anne's County Economic Development Board | 160 Coursevall Dr |
| Queen Anne's County Employee Awards Committee | 107 N Liberty St |
| Queen Anne's County Ethics Commission | 107 N Liberty St |
| Queen Anne's County Finance Office | 107 N Liberty St |
| Queen Anne's County Free Library | 121 South Commerce St |
| Queen Anne's County Historical Society | 124 S Commerce St |
| Queen Anne's County Housing And Community Services | 104 Powell St |
| Queen Anne's County Housing Authority Board | 107 N Liberty St |
| Queen Anne's County Kent Narrows Foundation | 107 N Liberty St |
| Queen Anne's County Liquor Board | 160 Coursevall Dr |
| Queen Anne's County Office Of Child Support Enforcement | 125 Comet Dr |
| Queen Anne's County Parks And Landings Board | 107 N Liberty St |
| Queen Anne's County Personnel Board | 107 N Liberty St |
| Queen Anne's County Planning Commission | 107 N Liberty St |
| Queen Anne's County Plumbing Board | 107 N Liberty St |
| Queen Anne's County Rebuilding Together | 104 Powell St |
| Queen Anne's County Republican Club | 203 Edenderry Ave |
| Queen Anne's County Social Services Board | 107 N Liberty St |
| Queen Anne's County Sustainable Communities Council | 107 N Liberty St |
| Register Of Wills-Queen Anne's County | 107 N Liberty St |
| Septem Homemakers Club | 203 Chesterfield Ave |
| Shore Health System Centreville Facility | 2540 Centreville Rd |
| St Pauls Episcopal Church Parish -Centreville | 301 S Liberty St |
| St Peters Apostle Catholic Church | 303 Chesterfield Ave |
| Town Of Centreville Department Of Public Works | 101 Lawyers Row |
| United States Post Office/Centreville | 202 E Water St |
| Upper Shore Women, Infants And Children Program | 206 N Commerce St |

| Centreville | |
|--|----------------|
| SERVICE ORGANIZATION | ADDRESS |
| Queen Anne's County Republican Central Committee | |
| Rotary Club-Centreville | |
| Queen Anne's County Democrat Central Committee | |
| Lions Club-Centreville | |
| League Of Women Voters Of Queen Anne's County | |
| Corsica River Conservancy | |

| Church Hill | |
|---------------------------------------|----------------|
| SERVICE ORGANIZATION | ADDRESS |
| Bethel AME Church-Church Hill | 208 Agnes St |
| Chester River Advocates For The Blind | 602 Main St |
| United States Post Office/Church Hill | 558 Main St |

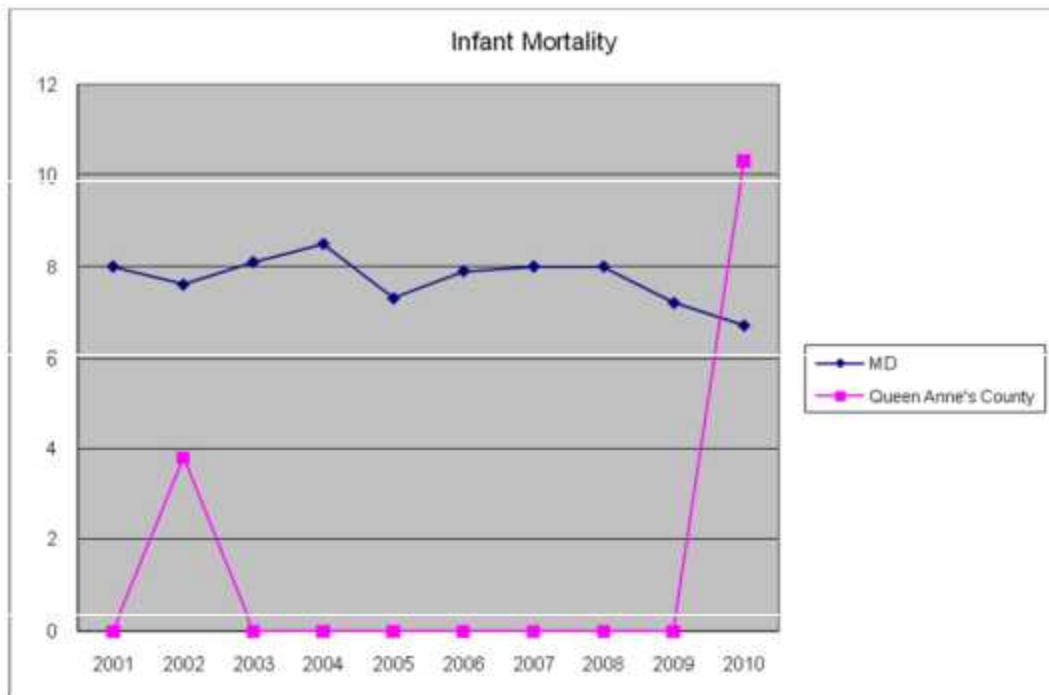
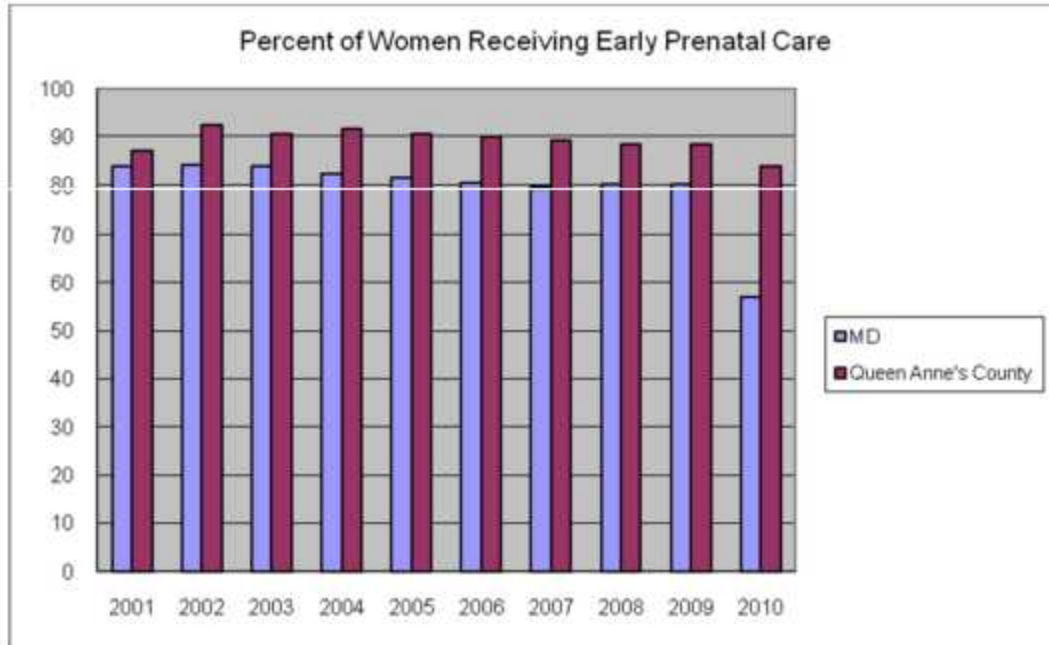
| Kent Island | | |
|---|---|--------------|
| SERVICE ORGANIZATION | ADDRESS | |
| Adopt A Bear Queen Anne's | P O Box 553 | Stevensville |
| American Association Of Retired Persons AARP Queen Anne's County Chapter | P O Box 159 | Stevensville |
| American Legion-Kent Island Post No 278 | 800 Romancoke Rd. | Stevensville |
| Billboards For Christ, Inc. | P O Box 27 | Chester |
| Children's Choice, Inc. | 1103 Butterworth Ct. | Stevensville |
| Christ Episcopal Church-Kent Island Parish | 830 Romancoke Rd. | Stevensville |
| Cloverfields Property Owners Association | P O Box 488 | Stevensville |
| Eastern Shore Center For Independent Living, Inc. Queen Anne's County | 203 Oak St. | Stevensville |
| Ezion United Methodist | 1708 Batts Neck Rd. | Stevensville |
| First Baptist Church Of Kent Island | 300 State St. | Stevensville |
| Food Link, Inc.-Queen Anne's | 1021 Batts Neck Rd. | Stevensville |
| Foundation For Community Partnerships, Inc. | 102 Chester Village | Chester |
| Galilee Lutheran Church | 1934 Harbor Dr. | Chester |
| Island Alliance | 510 Thompson Creek Rd. | Stevensville |
| Kent Island Elks Lodge | 2525 Romancoke Rd. | Stevensville |
| Kent Island Estates Community Association | P O Box 216 | Stevensville |
| Kent Island Federation Of Art | 405 Main St. | Stevensville |
| Kent Island Lions Club Foundation, Inc. | P O Box 45 | Chester |
| Kent Island Senior Center, Queen Anne's County Department Of Aging | 891 Love Point Rd. | Stevensville |
| Kent Island United Methodist Church | 2739 Cox Neck Rd. | Chester |
| Lions Club-Kent Island | P O Box 45 | Chester |
| Living Water Food Bank And Thrift Shop | 204 Island Plaza | Stevensville |
| Living Water Lutheran Church | 830 Romancoke Rd. | Stevensville |
| National Active And Retired Federal Employees | 1505 Calvert Rd. | Chester |
| New Life Christian Outreach | 101 Country Day Road | Chester |
| Our Haven Shelter Queen Anne's County Cold Weather | P O Box 44 | Chester |
| QAC Dept. Of Economic Dev., Agriculture And Tourism | Tourism Division, 160 Coursevall Dr. | Chester |
| Queen Anne's Chorale | P O Box 118 | Chester |
| Queen Anne's Co. Free Library Kent Island Branch | 200 Library Circle | Stevensville |
| Queen Anne's County Christian Assistance, Inc. | P O Box 44 | Chester |
| Safe Harbor Presbyterian | 931 Love Pt. Rd. | Stevensville |
| St. Christopher's Catholic Church | 1861 Harbor Dr. | Chester |
| The Bridge | P O Box 57 | Stevensville |
| Union Wesley United Methodist | 110 Union Wesley Circle | Chester |
| United Communities Volunteer Fire Department | 9406 Romancoke Rd. | Stevensville |
| United States Post Office/Chester | 1575 Postal Rd. | Chester |
| United States Post Office/Stevensville | 366 Thompson Creek Mall | Stevensville |
| United Way Of Queen Anne's County | P O Box 399 | Chester |

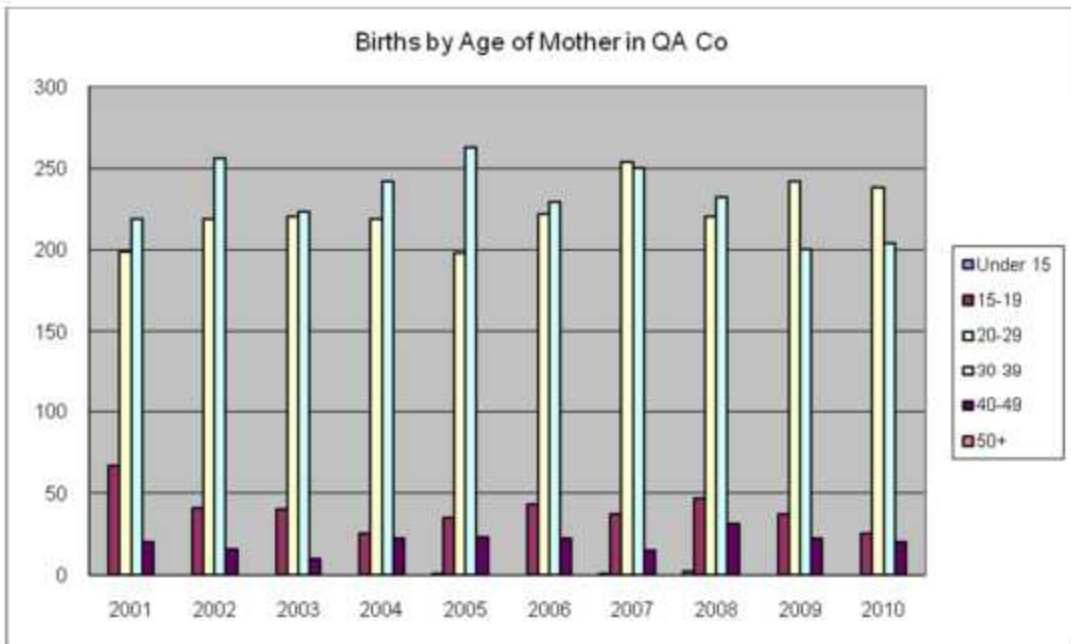
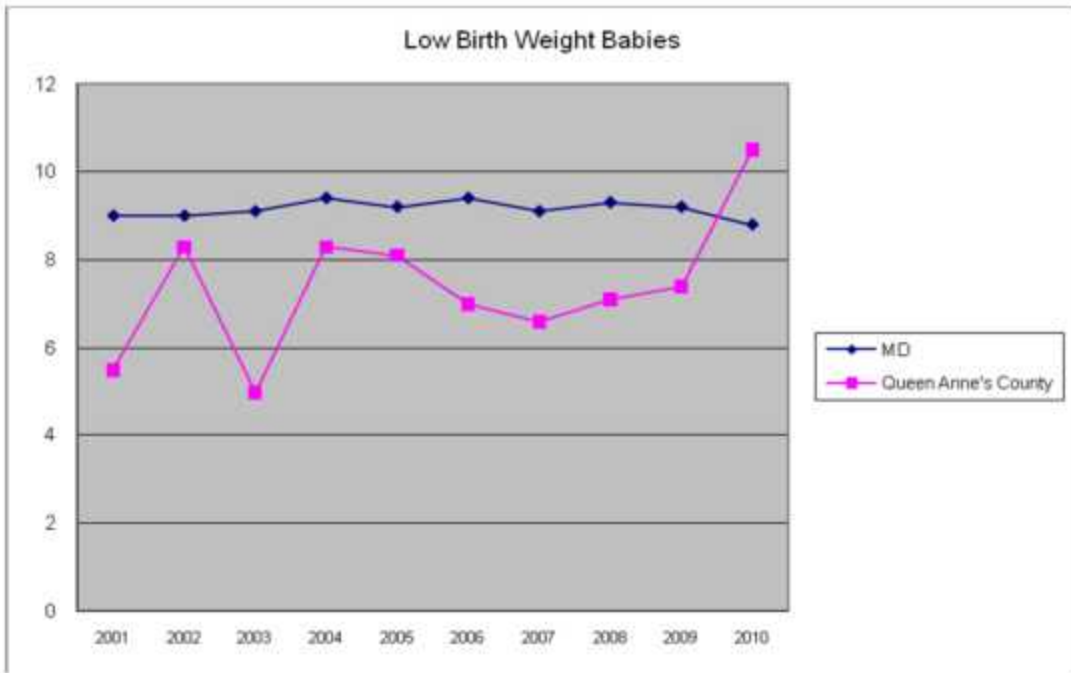
| Queenstown | |
|--|--------------------|
| SERVICE ORGANIZATION | ADDRESS |
| American Legion-Benedict A Andrew Post No 296 | 6200 Main St |
| Bay Country Moose Lodge | 6154 Main St |
| Bryan United Methodist Church | 5610 Main St |
| Calvary United Methodist Church | 7113 Maryland Ave |
| For All Seasons Queen Anne's County | 206 Del Rhodes Ave |
| Grasonville Community Center | 5601 Main St |
| Infants And Toddlers Program Queen Anne's County | 5441 Main St |
| Queen Anne's Emergency Center | 115 Shoreway Dr |
| Queenstown Volunteer Fire Company | 7110 Main St |
| Shore Christian Fellowship | 7401 Main St |
| Shore Up! Grasonville Head Start | 5441 Main St |
| Town Of Queenstown | 7013 Main St |
| United States Post Office/Queenstown | 7100 Main St |
| Queen Anne's County Mental Health Committee | P O Box |
| Lions Club-Queenstown | P O Box |

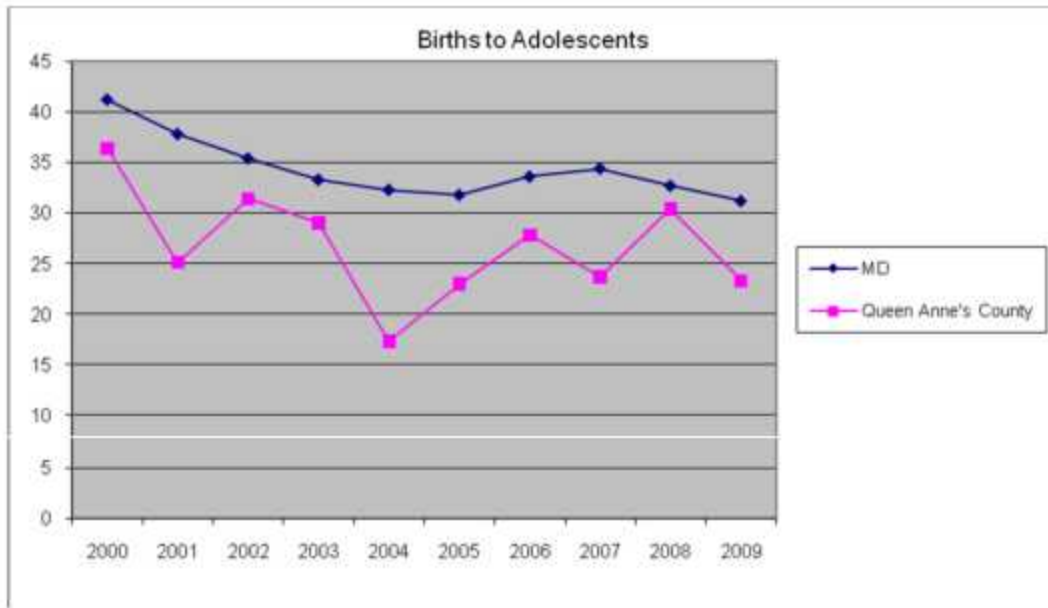
| Sudlersville | |
|---|-----------------|
| SERVICE ORGANIZATION | ADDRESS |
| Family Support Of Queen Anne's County | 103 N Linden St |
| Judith P Hoyer Early Child Care And Educational Judy Center Queen Anne's County | 300 S Church St |
| Sudlersville Senior Center | 605 Foxxtown Dr |
| Sudlersville United Methodist Charge | 103 N Church St |
| Sudlersville Volunteer Fire Company | 203 N Church St |
| United States Post Office/Sudlersville | 117 S Church St |

Maryland's Child Well-Being Results and Indicators - Data

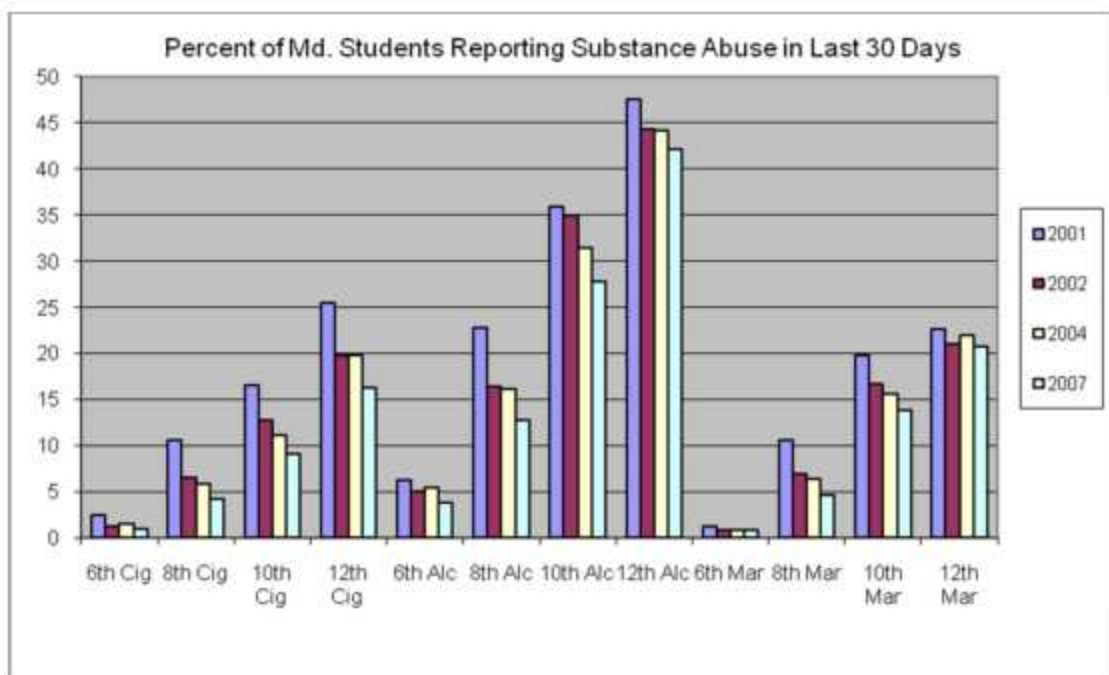
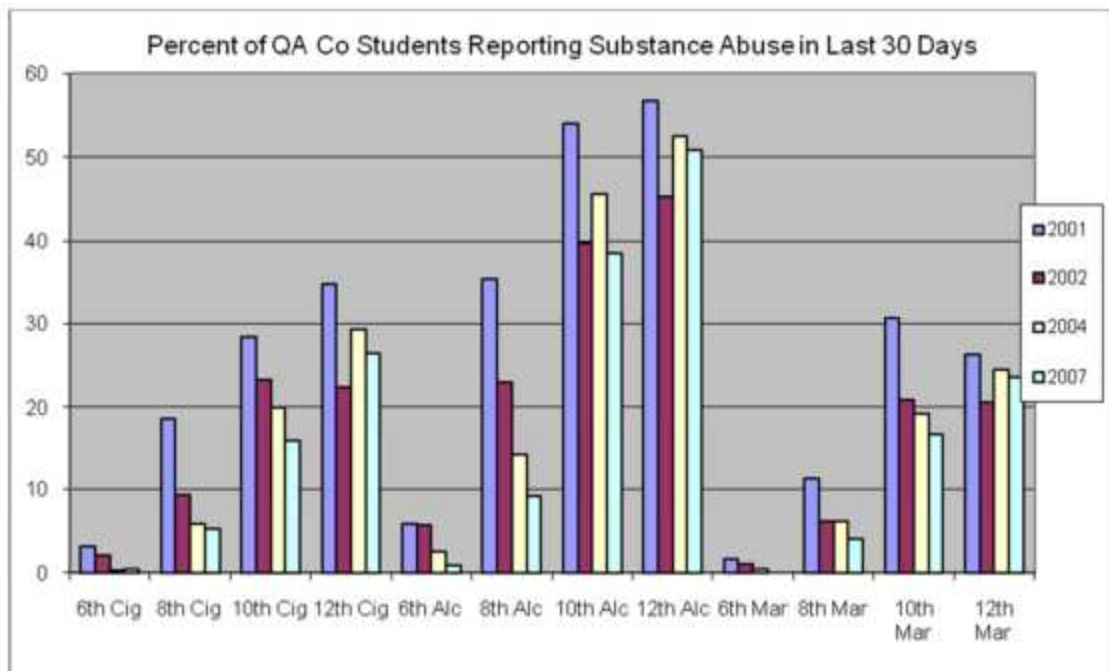
Babies Born Healthy

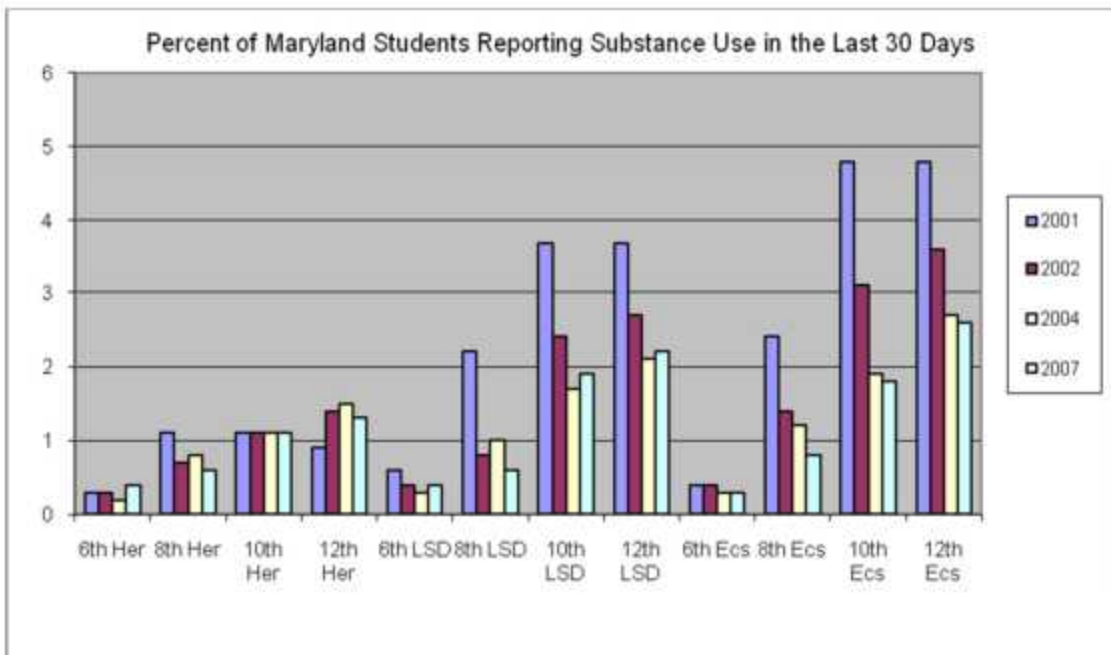
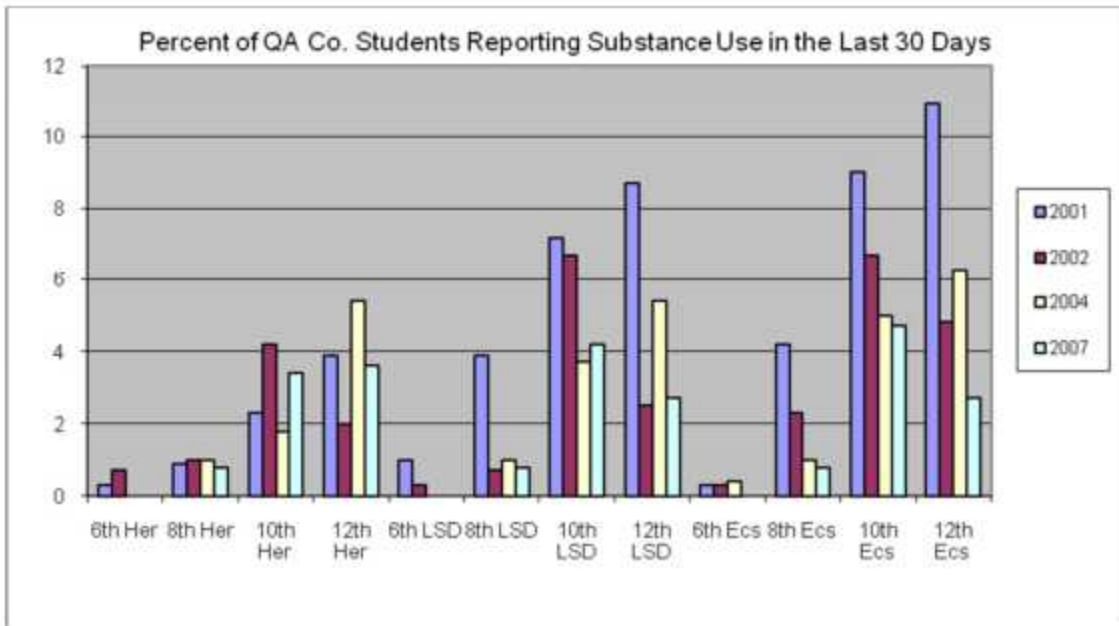




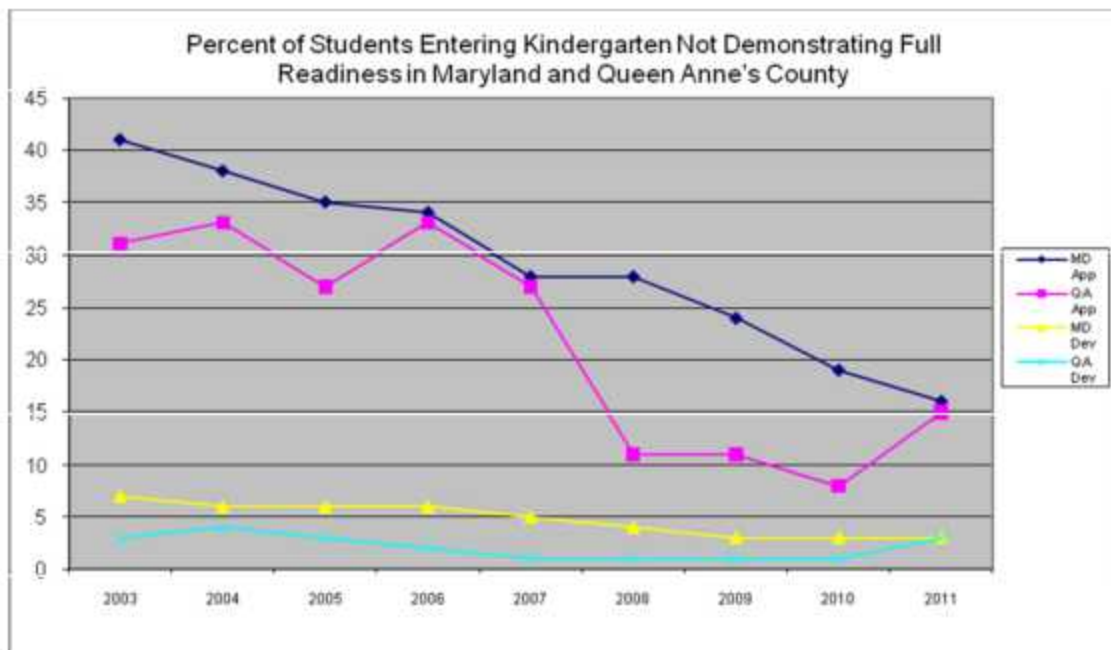
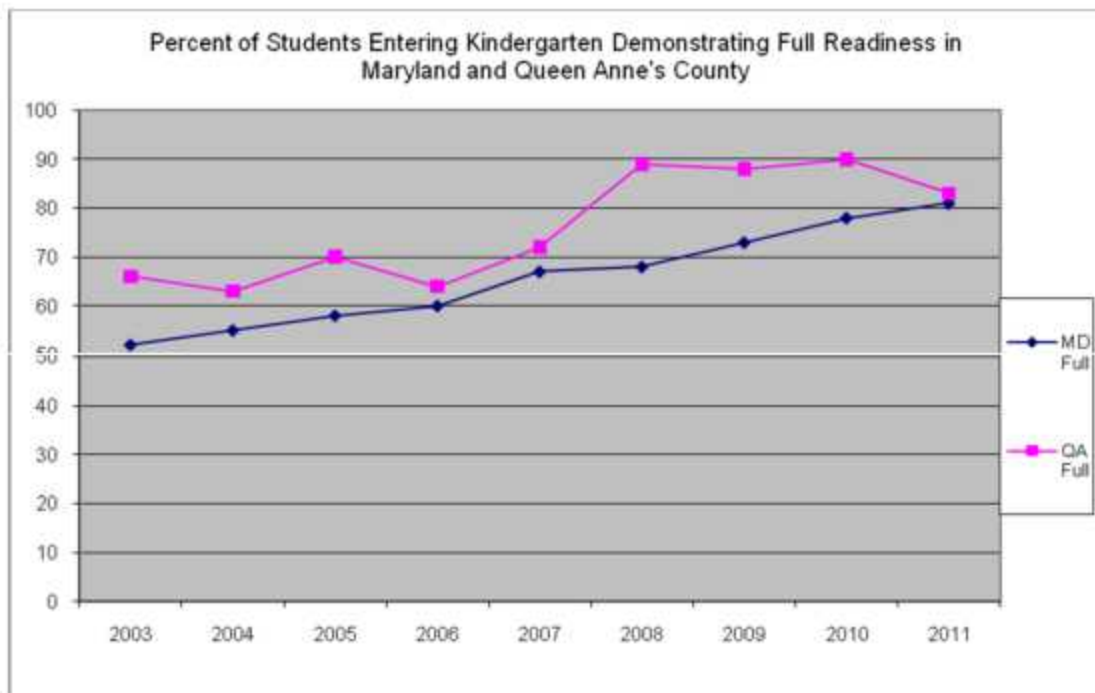


Healthy Children

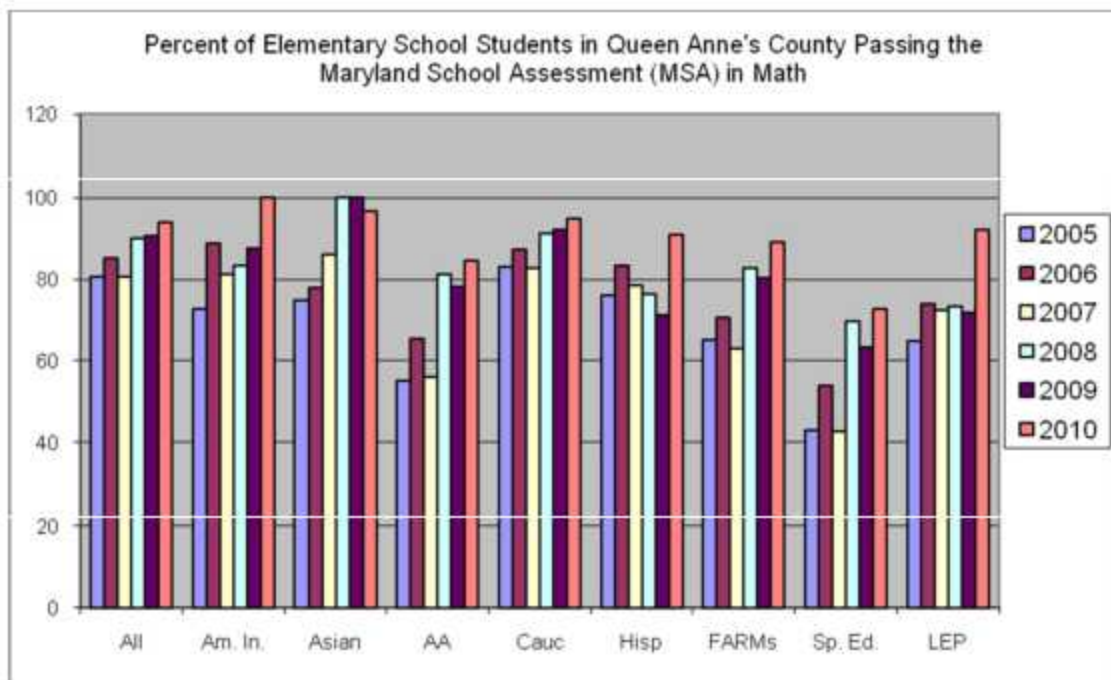
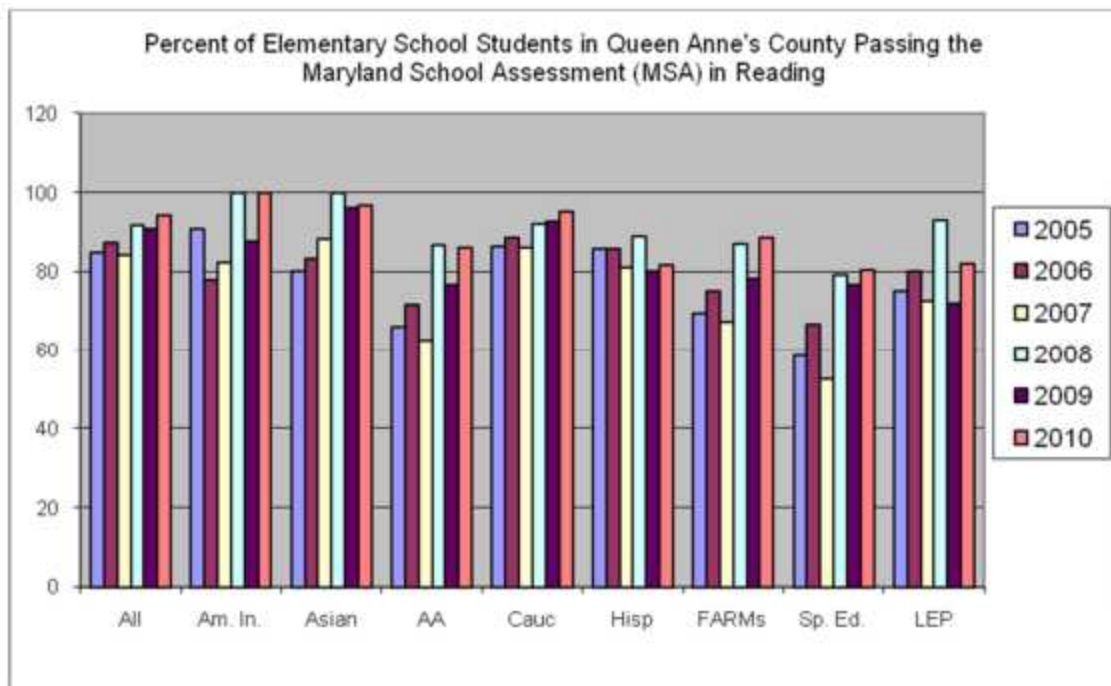


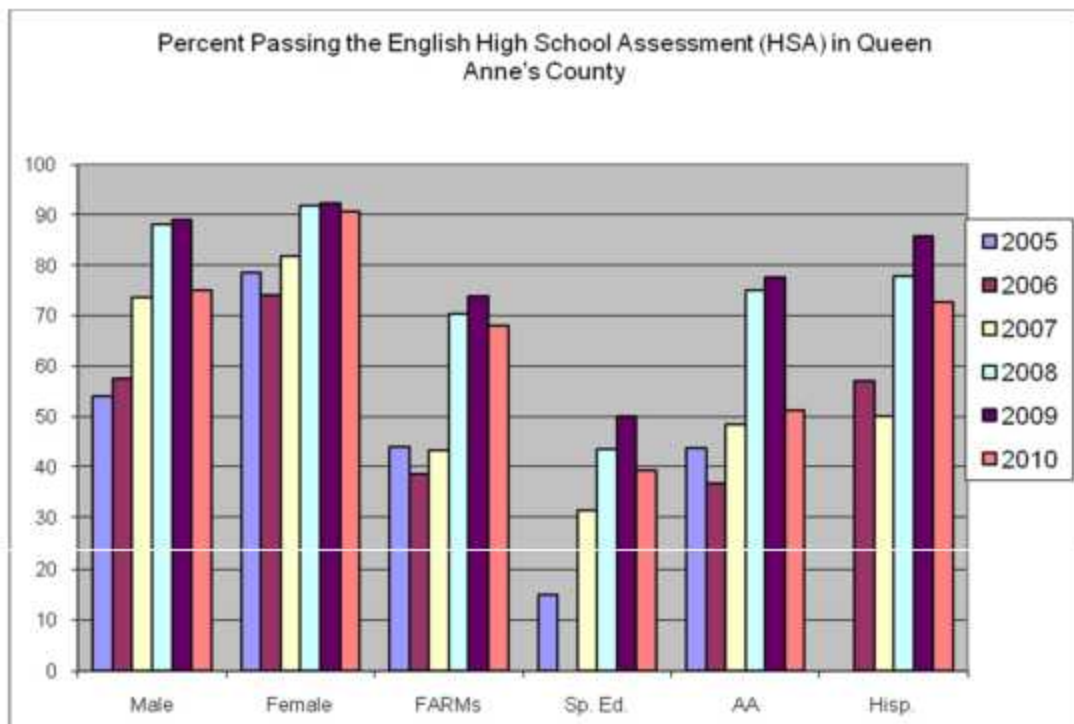
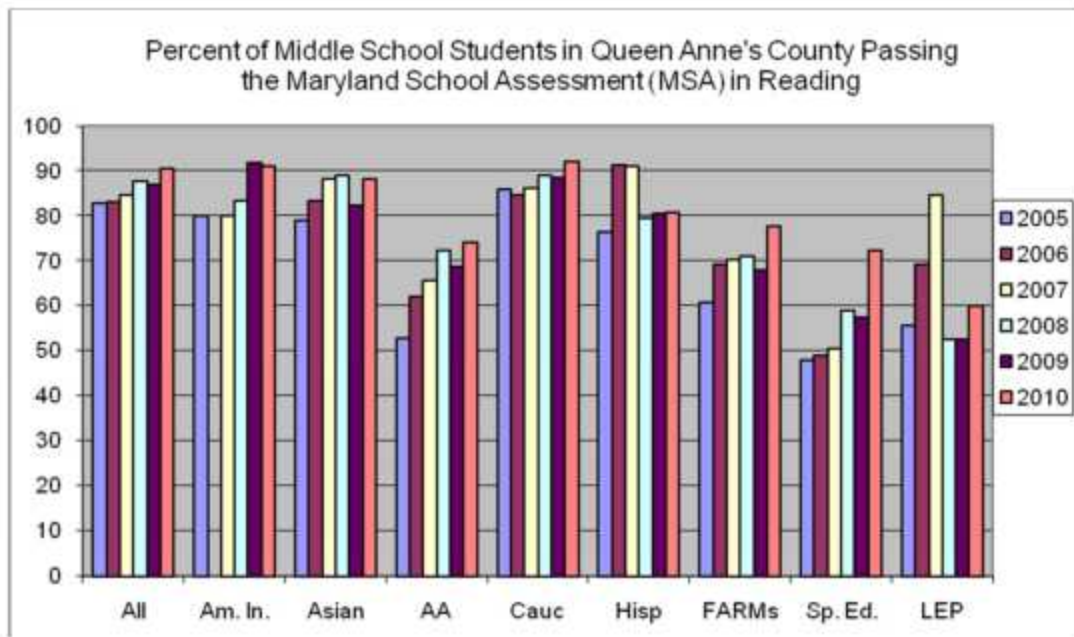


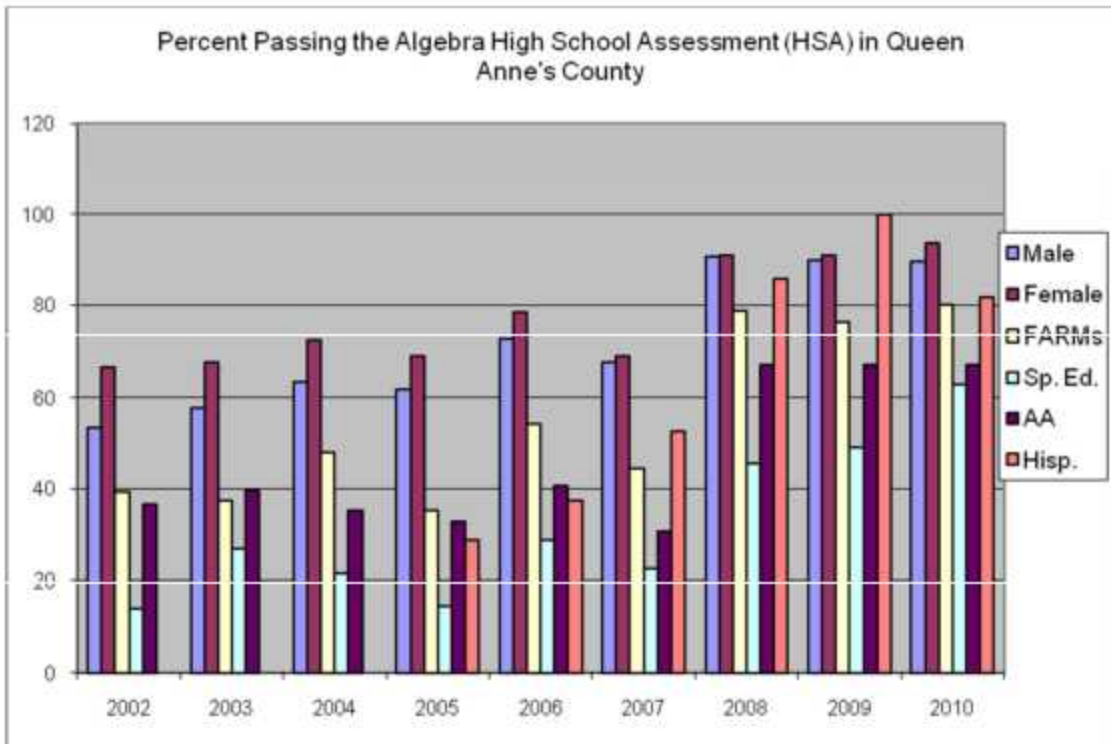
Children Enter School Ready to Learn



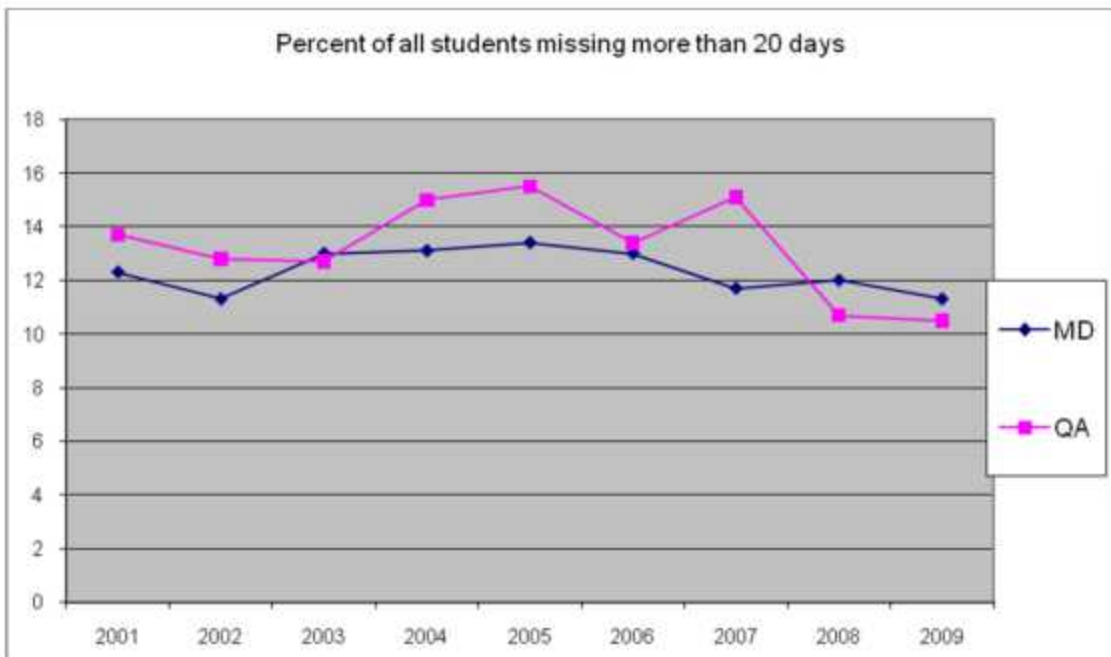
Children Successful in School

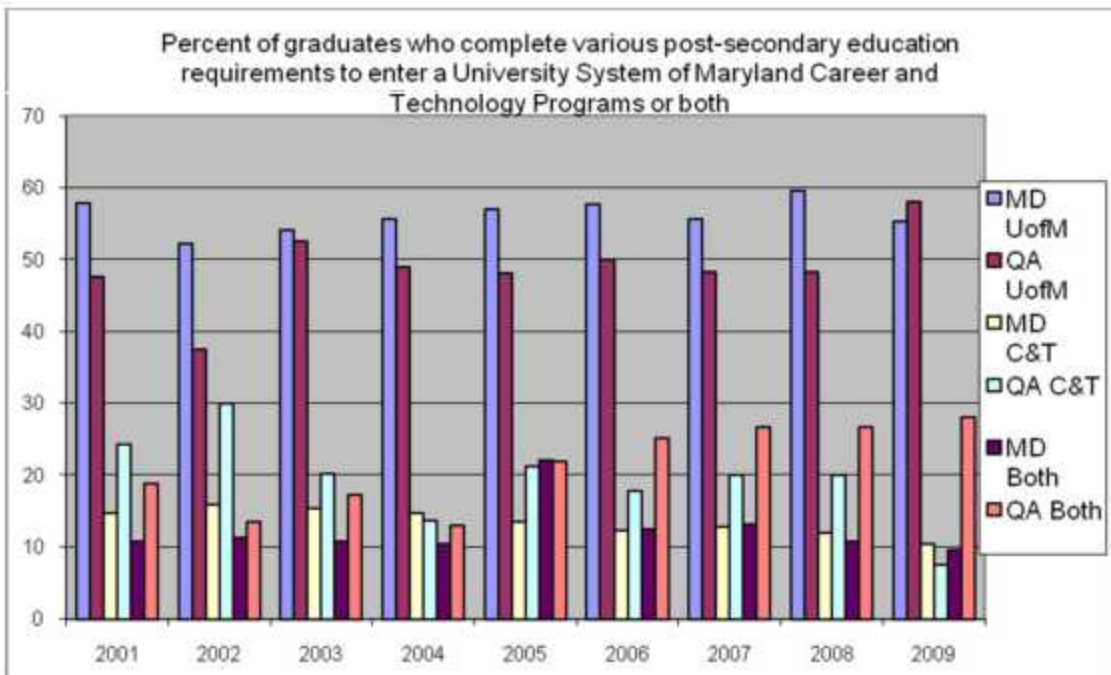
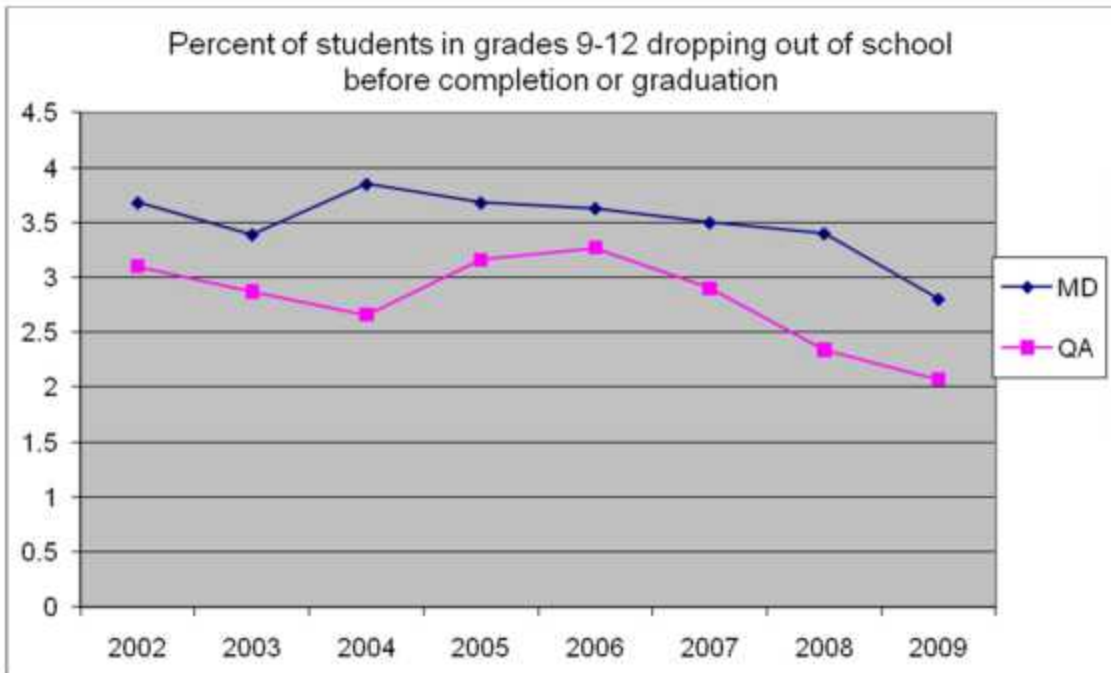




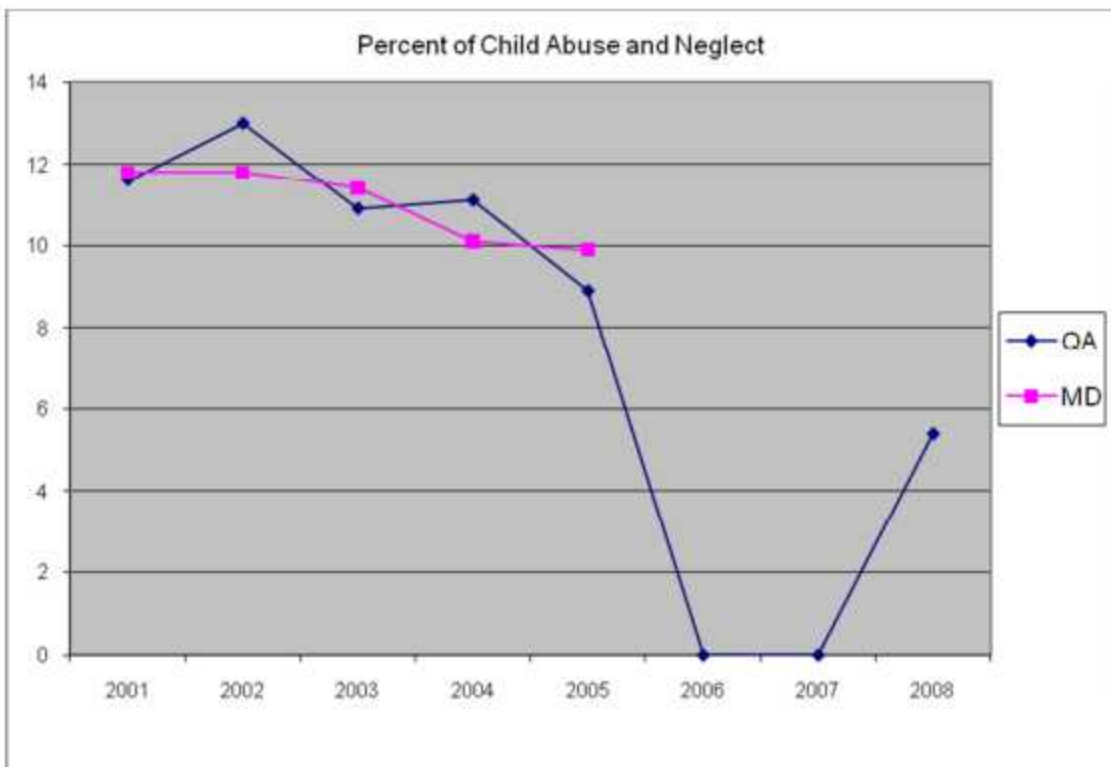
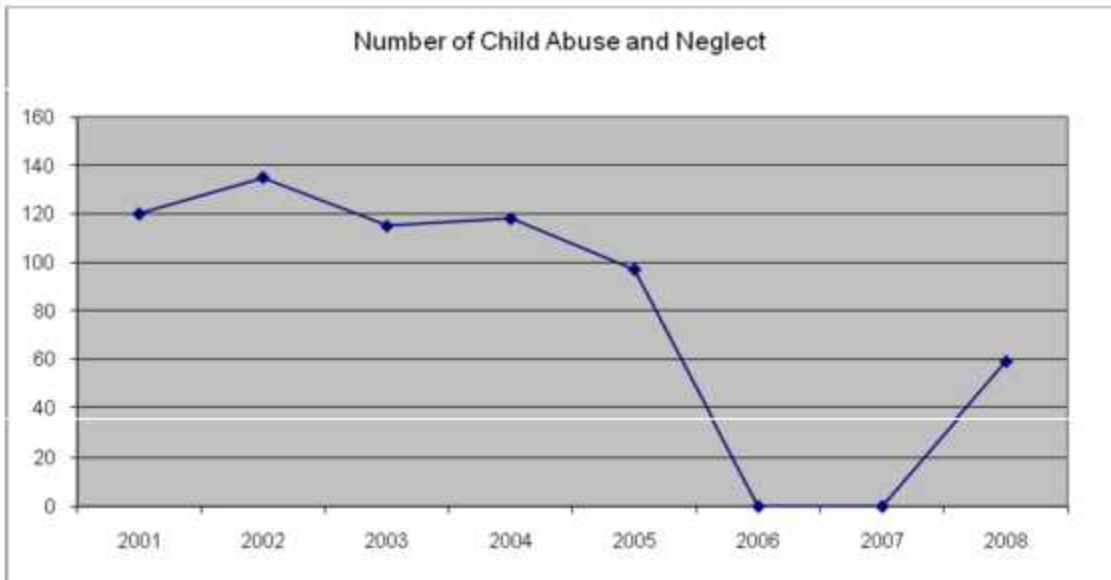


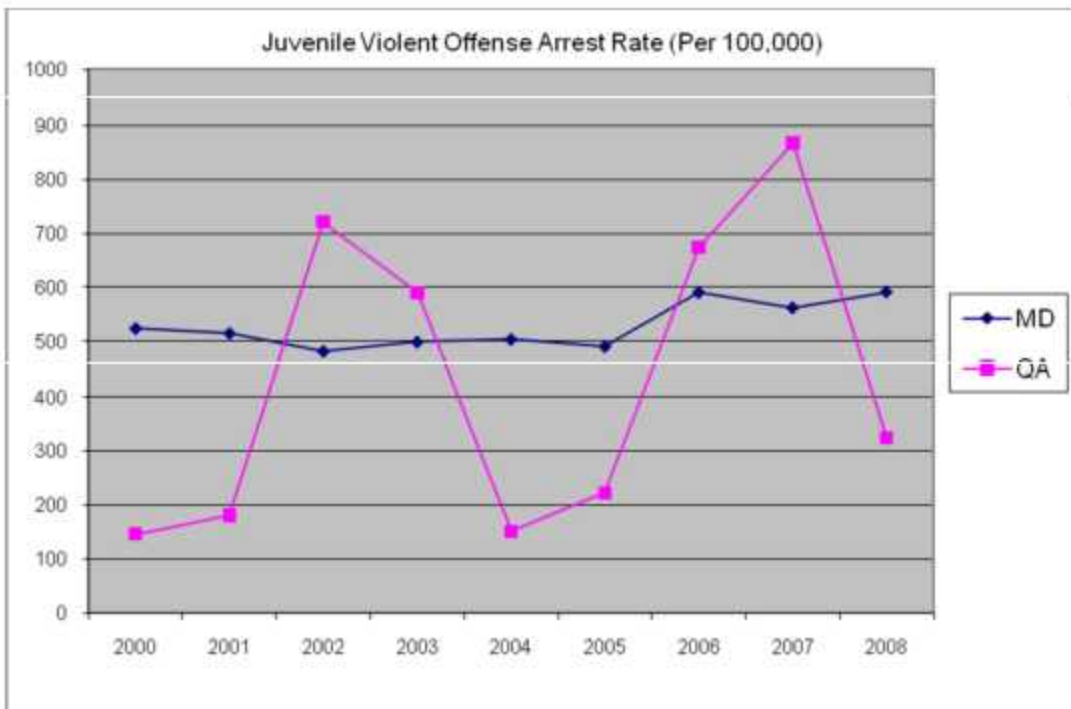
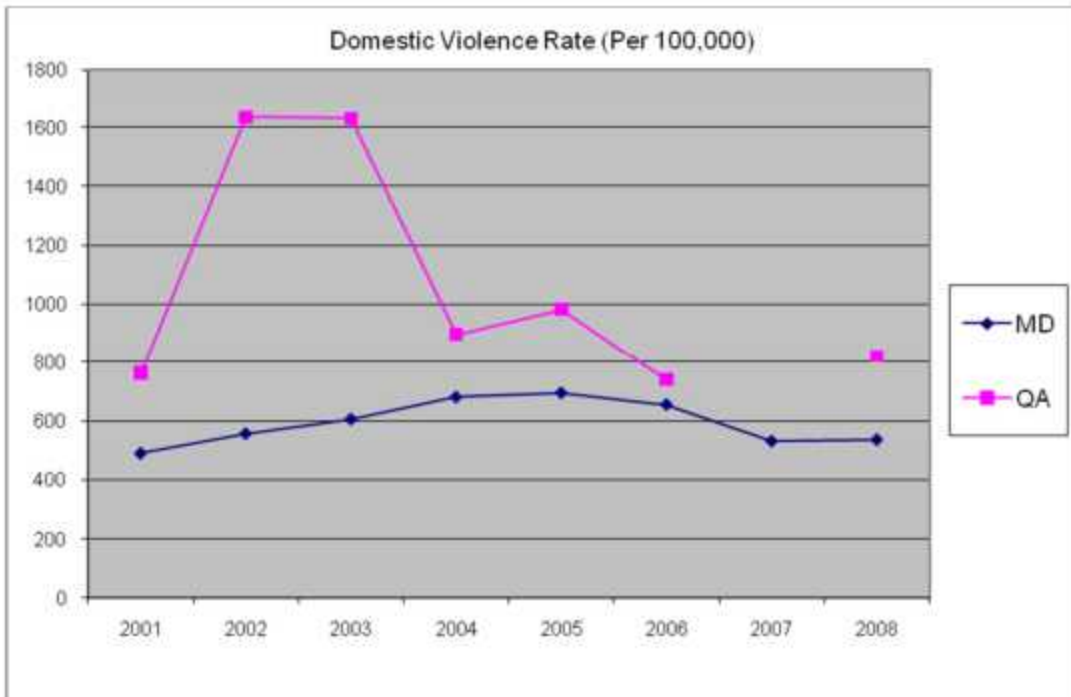
Children Completing School



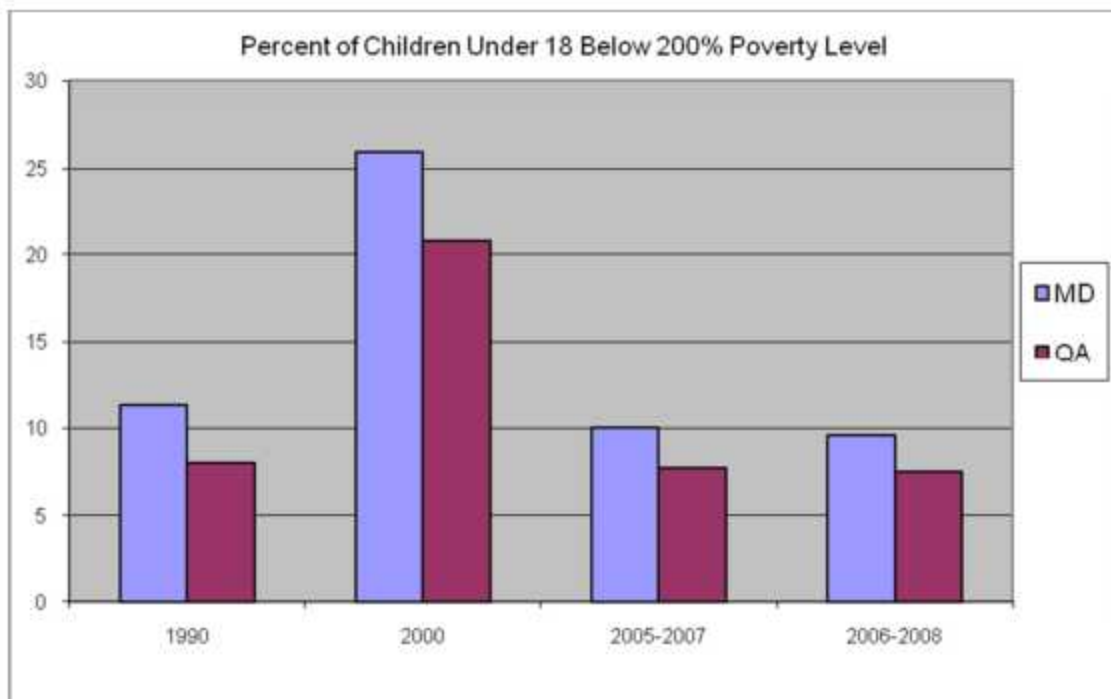
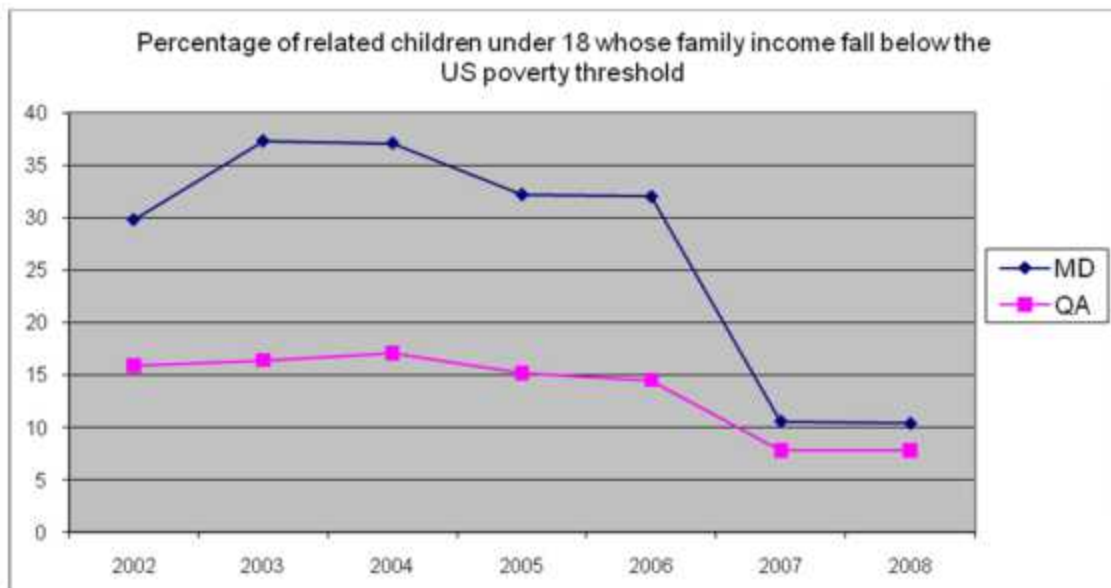


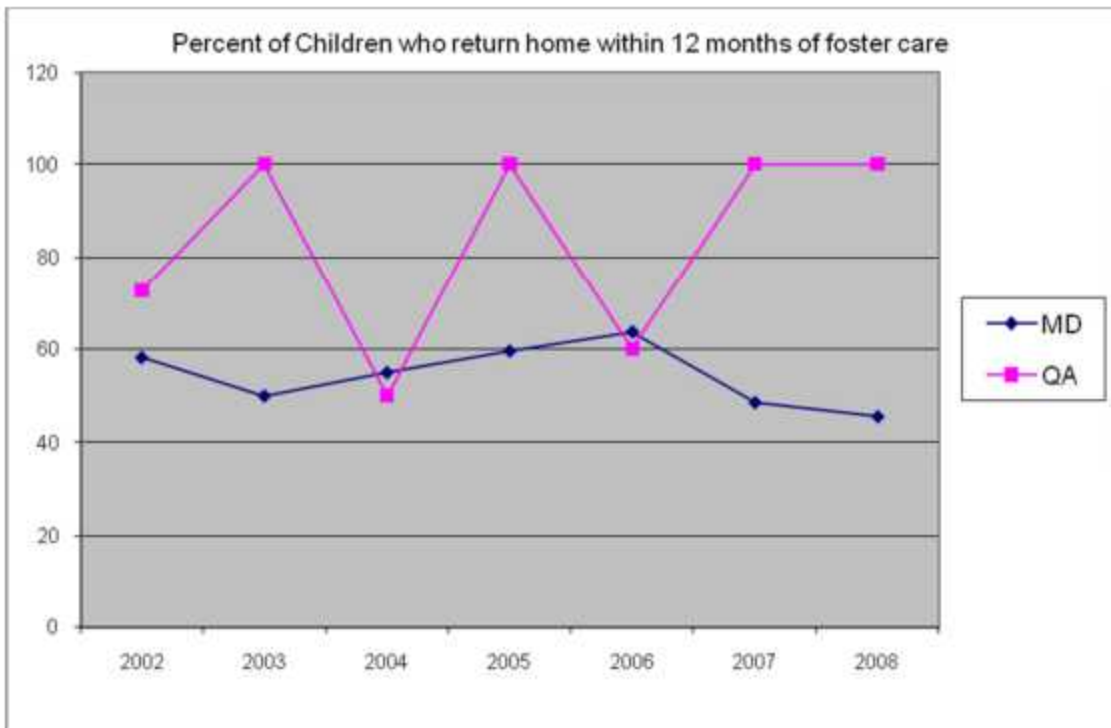
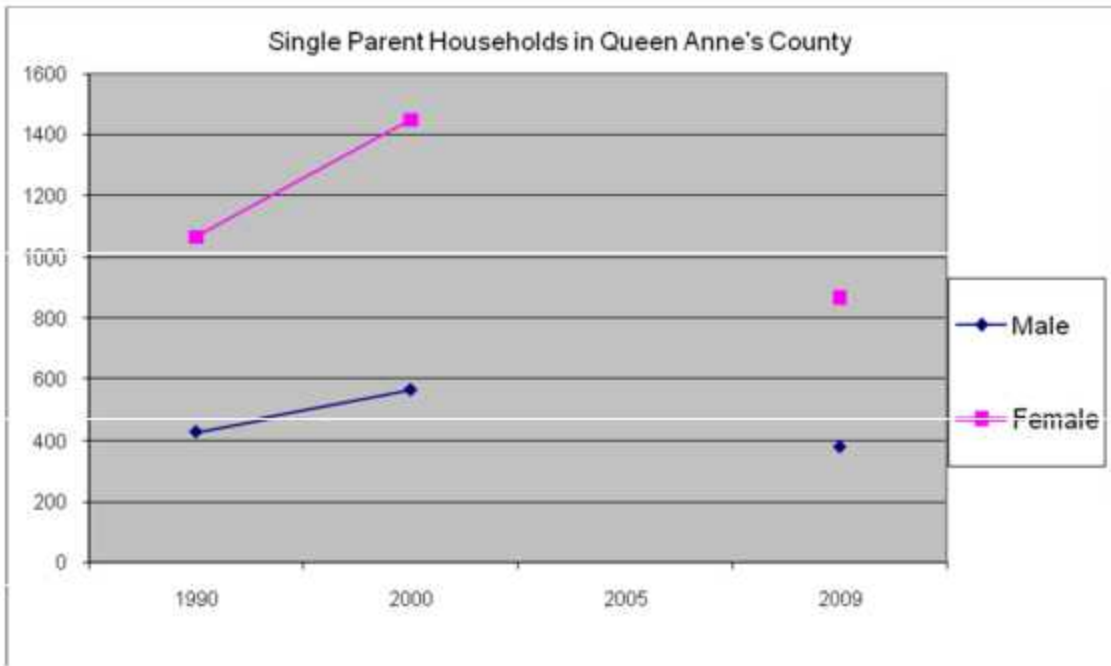
Children Safe in Their Families and Communities

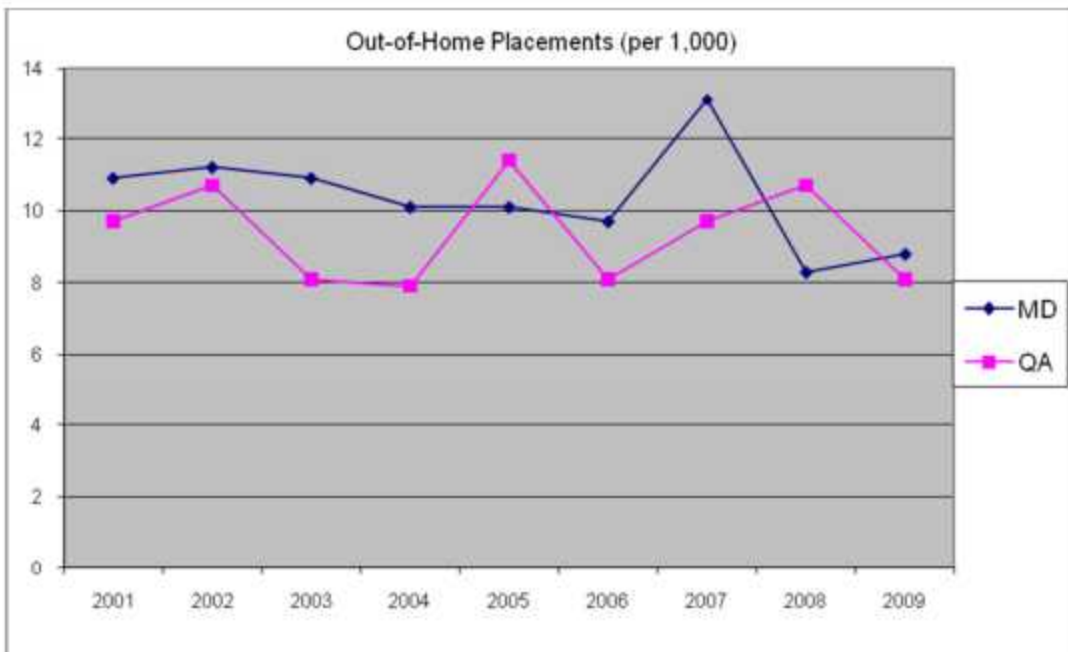
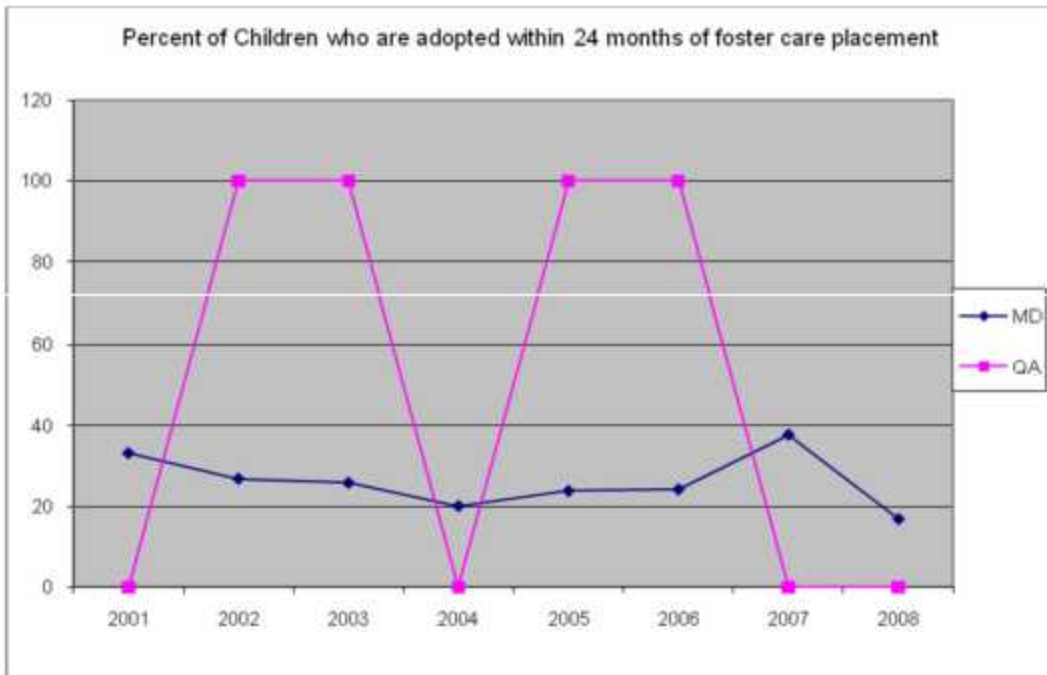


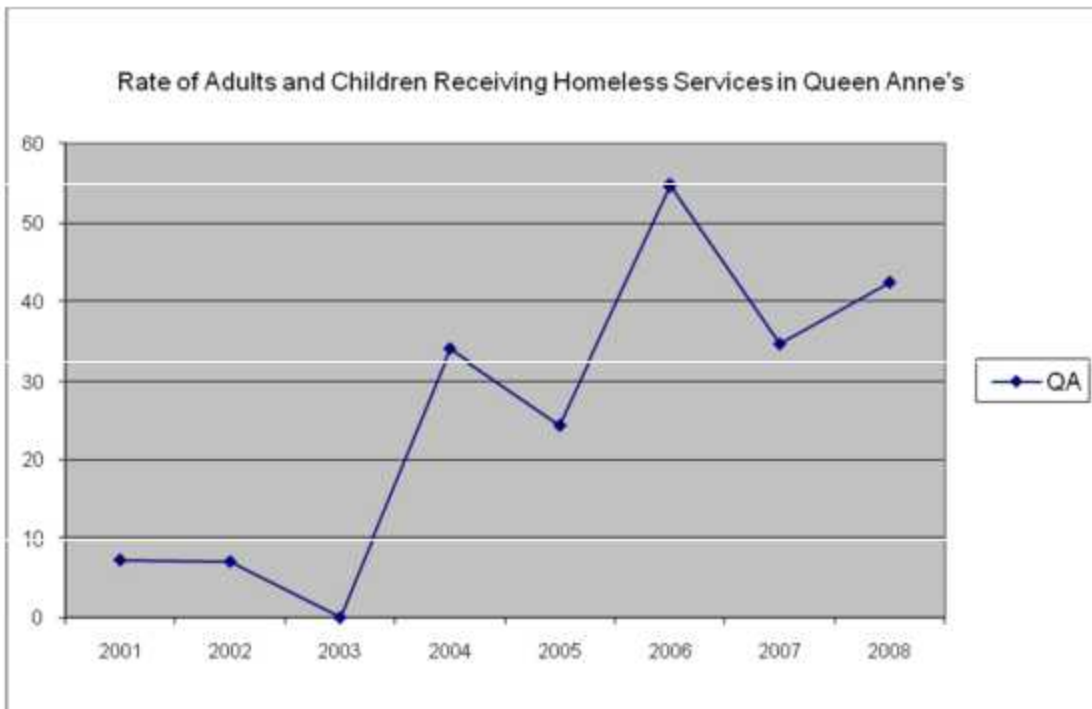
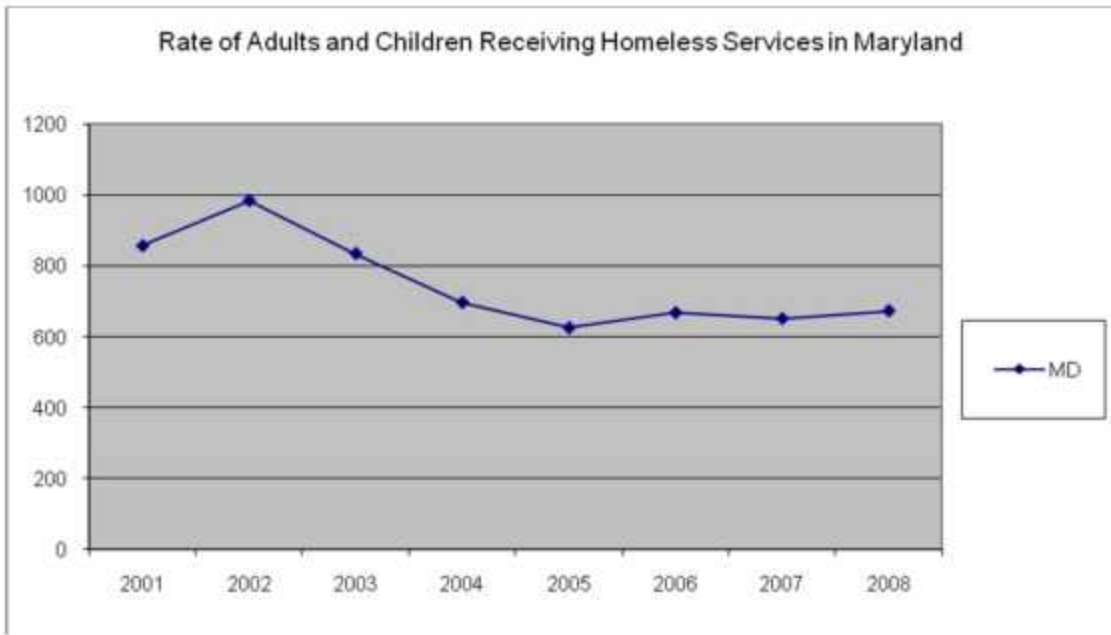


Stable & Economically Independent Families

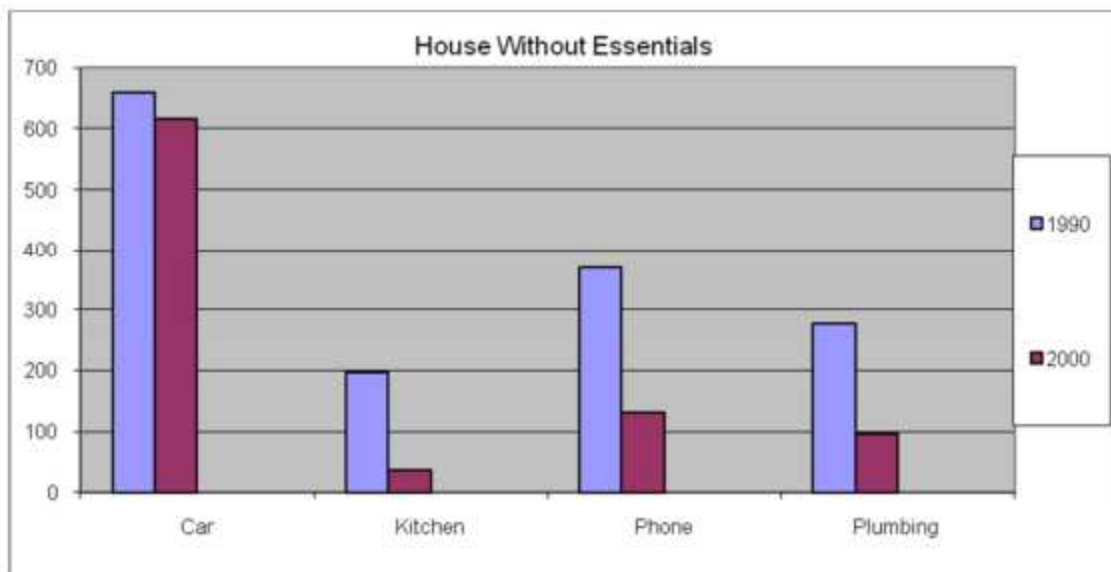
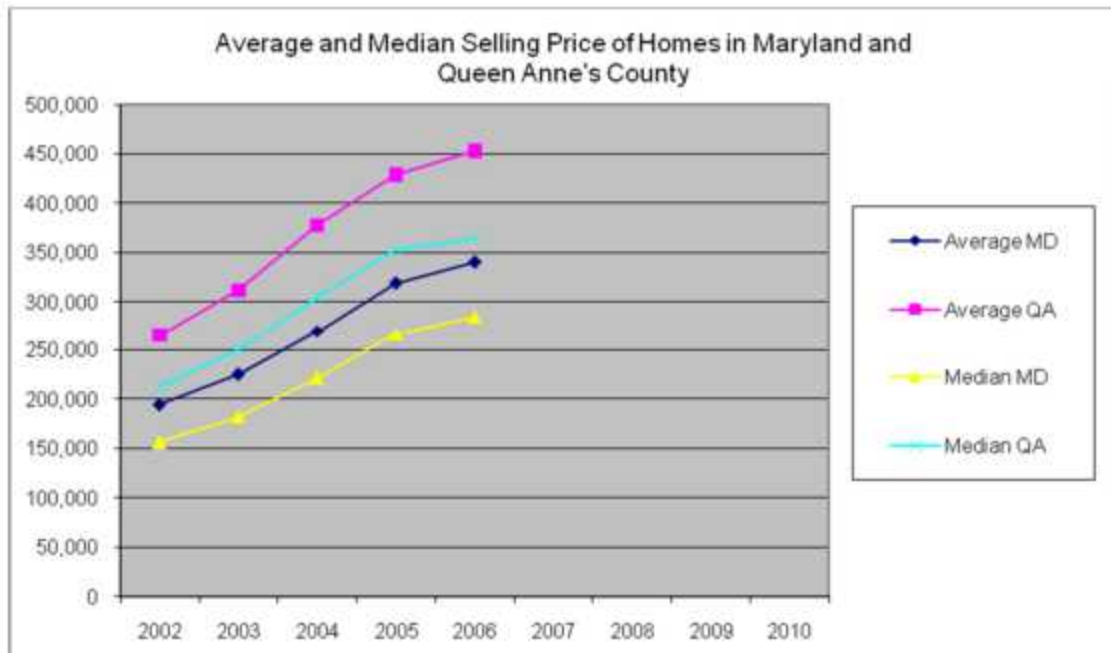








Communities that Support Family Life



The History of the LMB

The Queen Anne's County Local Management Board (LMB) is part of a national effort to reform human services through local governance. Research and data show that nationally these Community Collaboratives are effective at:

- Developing new and innovative services and strategies,
- Improving access to services,
- Providing information and connecting residents to services, and
- Facilitating public agency system connections to natural helping systems.

The Mission of the QALMB, similar to other community collaborations across the country, is:

To promote a safe, healthy and stable environment for all Queen Anne's County children and families by achieving a comprehensive system of education, health and human services whose effectiveness and responsiveness addresses the needs of children and families through public and private interagency collaboration.

At a recent strategy session the LMB members were reminded of and discussed the history of our LMB and outlined important local achievements as well as the challenges that have been endured. Four pivotal moments were identified:

- **Strong Mission and True Partnerships:** Created a synergistic atmosphere among LMB members and willing agency partners. Because of this collaboration, the community readily accepted the role of the LMB. Historically agencies have been consistent partners and there has been strong community participation.
- **Emphasis on Early Childhood:** Created a system of strong local partnerships, including the school system, that have shown results such as more positive 3rd grade reading scores through the development of programs like the Family Support Center and Healthy Families.
- **Response to Columbine:** Inspired positive action resulting in commitments to create safe places for local children after school and to support character development through programs such as Character Counts, mentoring, alcohol prevention and Developmental Assets. Other less dramatic events have helped to motivate the community toward positive results also.
- **Response to 2005 Budget Cuts:** Developed a community foundation to provide a new and creative funding stream to support critical local needs. The foundation is completely independent of the LMB, and according to their last report to the LMB had over \$2 million in assets and had granted out over \$500,000 to local organizations.

Lessons From the LMB's History

In reviewing some of the events, successes and challenges over the last fifteen years of the LMB the board concluded the following:

- **Local Success:** The LMB has been successful at addressing critical community needs in partnership with other local organizations and agencies: early childhood programs, sustaining family-focused services and supporting families in need.
- **Regional partnerships:** This lead to an effective use of resources. It is important to focus on local needs jointly with local agencies, and to identify exactly which services need local support.
- **Public/private partnerships:** They were effective when the state funding declined in 2005.
- **State and local priorities:** State priorities may not always be consistent with local priorities; where possible the LMB has been able to use data to demonstrate an alignment with state priorities but the clear lesson is that local needs require a local response. Board members and staff need to inform state and local government representatives about the impact of cuts.
- **Local funding strategy:** The LMB cannot rely on state funding. Instead they need to create sustainability through strategies that worked in 2005 and new strategies. However, it is helpful to understand the State's vision for and commitment to local collaborations. Board members should work with willing state leaders to learn from other states about integrated funding and partnerships.
- **Sustainability:** Many of the LMB-initiated programs have become permanent fixtures through creative funding strategies (state only, then state/local, then public/private). Sustainability and finding creative funding solutions requires building on the history of strong community involvement, including families that have benefitted from the programs. Future initiatives need to be built on the LMB's strength in working within collaborations.
- **Enduring needs:** There are community needs that have remained constant over the years: transportation, jobs, affordable housing, and recreation. Board members and staff have to stay resolved to determine strategies to address these ongoing and, at times, pervasive issues.



www.lindamvwalks.com

Strategic Plan: Priority Result Areas, Desired Results, Strategies & Related Plans

Building on Success: 2013 – 2016 Strategies

The Queen Anne's County Local Management Board determined through a review of the data in the Needs Assessment entitled *Building on Successes, 2012* and through other departmental and program reports that progress has been achieved through past efforts. However, this progress is at risk due to the national economic crisis and the resulting budgetary restrictions. Therefore, the 2012-2017 strategic plan will strive to maintain current progress and address the disparate achievement by racial, ethnic and economic minorities by building on the following current strategies.

| Result Area | Current Strategies |
|--------------------------------------|--|
| Children Enter School Ready to Learn | Early Childhood Prevention Committee Educare Healthy Families Home Visiting Program |
| Children Successful in School | Character Counts <ul style="list-style-type: none"> • Character Counts Coaching • CommUNITY Mentoring Achievement Mentoring for At Risk Youth (BMRP model) Anti-Bullying Initiatives Cultural Competence Initiatives Suicide Prevention Out of School Time <ul style="list-style-type: none"> • Partnering for Youth After School Program • Alpha-BEST |
| Communities that Support Family Life | Connected Community <ul style="list-style-type: none"> • Family Navigators • Chesapeake Helps • Child Advocacy Center • Corsica River Mental Health Services • Division of Housing & Community Services |

Identified Future Growth Areas

Issues raised in the needs assessment provided considerable opportunity to explore areas for future attention. Currently the Partnership has identified three broad strategies under consideration:

- Community Center
- Expanded Afterschool Activities
- Expand Pre-K

These strategies have the potential to address all three result areas and support current activities.

Results Accountability

The Local Management Board will continue to use the Results Based Accountability (RBA) model developed by Mark Friedman and adapted by the LMB in 2006 when they used it in that strategic plan entitled: *Results Matter*. According to www.RAGuide.org, RBA starts with a crucial distinction: between results for whole populations like all children, all elders, all citizens in a geographic area - and results for the customers or clients of a particular program, agency or service system. The most important reason for this distinction is the difference in "who is accountable." Performance accountability can be assigned to the managers who run the various programs, agencies or service systems. Population accountability cannot be assigned to any one individual, organization or level of government. The whole community, public and private sectors, must share responsibility for results. Results decision-making uses results (the desired conditions of well-being) as the starting point for making decisions. It is a business-like process that starts with ends and works backwards to means. It first defines success in measurable terms and uses those measures to gauge success or failure.

LMB staff appreciates the framework because it is simple and complete. It addresses accountability from the highest level view across systems and across communities to accountability for the smallest program in the bureaucracy, and everything in between.

Priority Result Areas

The LMB selected three priority Result Areas or goals for the next five years. These desired results were chosen in 2006 for *Results Matter* and were reaffirmed as the key results areas by the board in December 2012. Each result area is listed below in a format that fits with the Results Based Accountability Method. The result area is mentioned, followed by the population data that will be used to measure it. The story behind the data is discussed followed by a list of partners with a role to play to help in improving this result area. Lastly a broad action plan, time line and estimated budget are presented for each result area.

Result Area: Children Enter School Ready to Learn

Indicator Data: Maryland Model for School Readiness Scores

Story Behind the Data: There have been improvements over the past five years in school readiness scores. However, there still remains a gap between the rates of the entire population as compared to minorities and low income students. Additionally, children in the Head Start program show a lower readiness score than children from all other Pre-Kindergarten (Pre-K) settings. The LMB will need to gather more information about the story behind this data to determine whether this is related to poverty, program quality, program accessibility, moving the Judy Center, or some other factor. The LMB also needs to determine if it can show links between cuts to Pre-K and child outcomes.

Partners include:

- After School Programs
- Board of Education
- Character Counts!
- Chesapeake Child Care Resource Center
- Chesapeake College
- Chesapeake Helps!
- Child-Care Providers
- Department of Health Home Visiting
- Department of Social Services
- Early Care and Learning
- Early Childhood System Team
- Even Start
- Faith Centers
- Family Support Programs
- Government – Local, State, Federal
- Head Start!
- Infants & Toddlers Programs
- Judy Center Partnerships
- Law Enforcement
- Parks and Recreation
- Pediatricians
- Pre-Kindergarten and Kindergarten
- Project Right Steps
- Race to the Top Committee

Result Area: Children Enter School Ready to Learn: **ACTION PLAN**

| ACTION PLAN | 2013 | 2014 | 2015 | 2016 | BUDGET Level* Or No Cost | Comments |
|--|------|------|------|------|-----------------------------|--|
| 1. Develop 100% buy-in from partners to make it a priority to improve the "all children enter school fully ready to learn" result area. | X | X | X | X | \$ | <i>Recommendation: Entire Board</i> |
| 2. Address the differences in readiness ratings between the full group of children and the sub-groups to determine where to focus early intervention efforts. | X | X | X | X | | <i>Recommendation: Early Childhood Council QAC</i> |
| 3. Expand geographical target areas of the Judy Center or replicate them in other parts of the County – with focus on other Title I Schools initially. Note: Title I Schools are those with higher percentages of low-income children. | | | X | X | \$\$\$ | <i>Recommendation: Early Childhood Council QAC</i> |
| 4. Collaborate with the Department of Social Services and other organizations to identify low income families and assist them. | X | X | X | X | \$ | <i>Recommendation: Early Childhood Council QAC</i> |
| 5. Support training and technical assistance for childcare providers in order for them to enroll in MSDE Excels Program. | X | X | X | X | \$ | New Strategy <i>Recommendation: Early Childhood Council QAC</i> |
| 6. Create and/or support alternative solutions to expand pre-k programs through public and private partnerships. | X | X | X | X | \$\$\$ | New Strategy <i>Recommendation: Early Childhood Council QAC</i> |

*Under \$10,000 = \$; \$11,000 - \$25,000 = \$\$; Above \$25,000 = \$\$\$.

Result Area: Children Successful in School

Indicator Data: Maryland School Assessment (MSA), New iteration of MSA (such as Partnership for Assessment of Readiness for College and Careers {PARCC}), Character Counts Six Pillar Inventory, and the Bullying Inventory.

Story Behind the Data: The percentage of children passing the MSA math and reading assessments increased significantly, however, children of color and children living in poverty are performing poorly as compared to middle schoolers as a whole. This may be due to a number of reasons: lack of basic needs, family stress, inability to access resources like tutoring, lack of family support, and/or housing instability. Any one of these factors may make focusing in school difficult.

Partners include:

- Addictions programs
- Board of Education
- Business / Education Partnership /Chamber of Commerce
- Character Counts! Program
- Chesapeake College
- Department of Health
- Department of Social Services
- Faith Community
- Family Support Center
- Judy Center
- Juvenile Services
- Maryland State Department of Education Curriculum and Instruction Staff
- Mid Shore Mental Health Systems
- Workforce Investment Board
- Youth, Parents and Families

Result Area: Children Successful in School: ACTION PLAN

| ACTION PLAN | 2013 | 2014 | 2015 | 2016 | BUDGET Level* Or No Cost | Comments |
|--|------|------|------|------|-----------------------------|---|
| 1. Increase the availability of high quality after-school programs. | X | X | X | X | \$\$\$ | Updated Strategy <i>Recommendation: Out of School Time Committee</i> |
| 2. Maintain and Increase number of counseling & case management programs for at-risk students. | X | X | X | X | \$\$\$\$ | Updated Strategy <i>Recommendation: Full and/or Strategic Planning Committee</i> |
| 3. Expand financial literacy programs throughout community (such as Junior Achievement) | X | X | X | X | \$ | New Strategy <i>Recommendation: Full and/or Strategic Planning Committee</i> |
| 4. <i>Support the implementation and ongoing actions of the school climate teams (e.g. Bullying Prevention, Cultural Competence, Suicide Prevention, CCI and others)</i> | X | X | X | X | TBD | <i>New Strategy Added 9/2013 Recommendation: Full and/or Strategic Planning Committee</i> |

*Under \$10,000 = \$; \$11,000 - \$25,000 = \$\$; Above \$25,000 = \$\$\$.

Result Area: Communities that Support Family Life

Indicator Data: Home Prices, Rental Costs, Unemployment, Participation Rates, CCI Pillar Survey, High School Diplomas, Suicide Rate, Single Parent Households, Bullying Rate

Story Behind the Data: The price of housing is significantly out of reach for many county residents. The unemployment rate may be related to the low college attainment by county residents. The costs of basic needs are a significant problem and needs to be considered in the context of the transportation challenges in the county.

Partners include:

- Area Agency on Aging
- Arts Council
- Assets in Action Team
- Board of Education
- Businesses (Chamber of Commerce)
- Character Counts!
- Chesapeake College
- Chesapeake Helps!
- Civic organizations, community associations, sports organizations
- Department of Health
- Department of Social Services
- Division of Housing & Community Services
- Eastern Shore Area Health Education Center (AHEC)
- Economic Development & Tourism
- Employment Organizations
- Faith Community
- Government
- Hospice
- Housing & Community Services
- Judy Center Partnership Programs
- Law Enforcement
- Libraries
- Parks and Recreation
- Planning and Zoning
- Service Organizations
- Workforce Investment Board

Result Area: Communities that Support Family Life: **ACTION PLAN**

| ACTION PLAN | 2013 | 2014 | 2015 | 2016 | BUDGET Level* Or No Cost | Comments |
|---|------|------|------|------|-----------------------------|---|
| 1. Review existing Six Pillar Personal Inventory results and apply to expand local Character Counts! initiatives. | X | X | X | X | \$ | <i>Recommendation: Character Counts! Committee</i> |
| 2. Increase the utilization of services through Chesapeake Helps and other strategies. | X | X | X | X | \$\$\$ | <i>Updated Strategy Recommendation: PR/executive Committee</i> |
| 3. Advocate for community issues that affect children & families to local and state government officials. | X | X | X | X | No Cost | <i>Updated Strategy Recommendation: PR/executive Committee</i> |
| 4. Review effective regional and national family life programs and apply these programs to address County needs. | X | X | X | X | \$\$\$ | <i>Updated Strategy Recommendation: Strategic Planning Committee</i> |
| 5. Identify funding needs and gather resources. | X | X | X | X | No Cost or \$ | <i>Recommendation: Strategic Planning Committee & Executive Committee</i> |

| | | | | | | |
|--|---|---|---|---|----|---|
| 6. Utilize public/private partnerships to gather resources to address identified needs in areas of workforce development, housing, safety, transportation, health & education. | X | X | X | X | \$ | New Strategy <i>Recommendation:</i> <i>Strategic Planning</i> <i>Committee</i> |
|--|---|---|---|---|----|---|

*Under \$10,000 = \$; \$11,000 - \$25,000 = \$\$; Above \$25,000 = \$\$\$\$. Next Step: Assign to committee of LMB.

Next Steps

Now that there is an agreed upon action plan by the Local Management Board it is important “to move to action” as is the familiar phrase in RBA circles. The full LMB will assign certain tasks from this plan to committees to detail the steps, implement the programs and collect the data. Committees will use tools similar to the one below in order to provide more detail to the steps in the action plans listed above.

| Goal: Children Enter School Ready to Learn | | | | | |
|---|------------------------|-----------------------------|---|---|--|
| Results and Indicators: | | | | | |
| Strategy: | | | | | |
| Action Steps | Responsibilities | Timeline | Resources | Potential Barriers | Communications Plan |
| <i>What Will Be Done?</i> | <i>Who Will Do it?</i> | <i>By When? (Day/Month)</i> | <i>Resources Available</i> <i>Resources Needed (financial, human, political & other)</i> | <i>What individuals or organizations might resist?</i> <i>How?</i> | <i>Who is involved?</i> <i>What methods?</i> <i>How often?</i> |
| | | | A. | A. | |
| | | | B. | B. | |
| | | | A. | A. | |
| | | | B. | B. | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| Evidence Of Success (How will you know that you are making progress? What are your benchmarks?) | | | | | |
| Evaluation Process (How will you determine that your goal has been reached? What are your measures?) | | | | | |

Data will be collected both for the programs and strategies that support our results area and population data will also be collected to see if the curve is being turned for the community wide desired results. The board will use this data to establish budgets, celebrate successes and retool strategies as needed.