



ABOUT THIS PLAN



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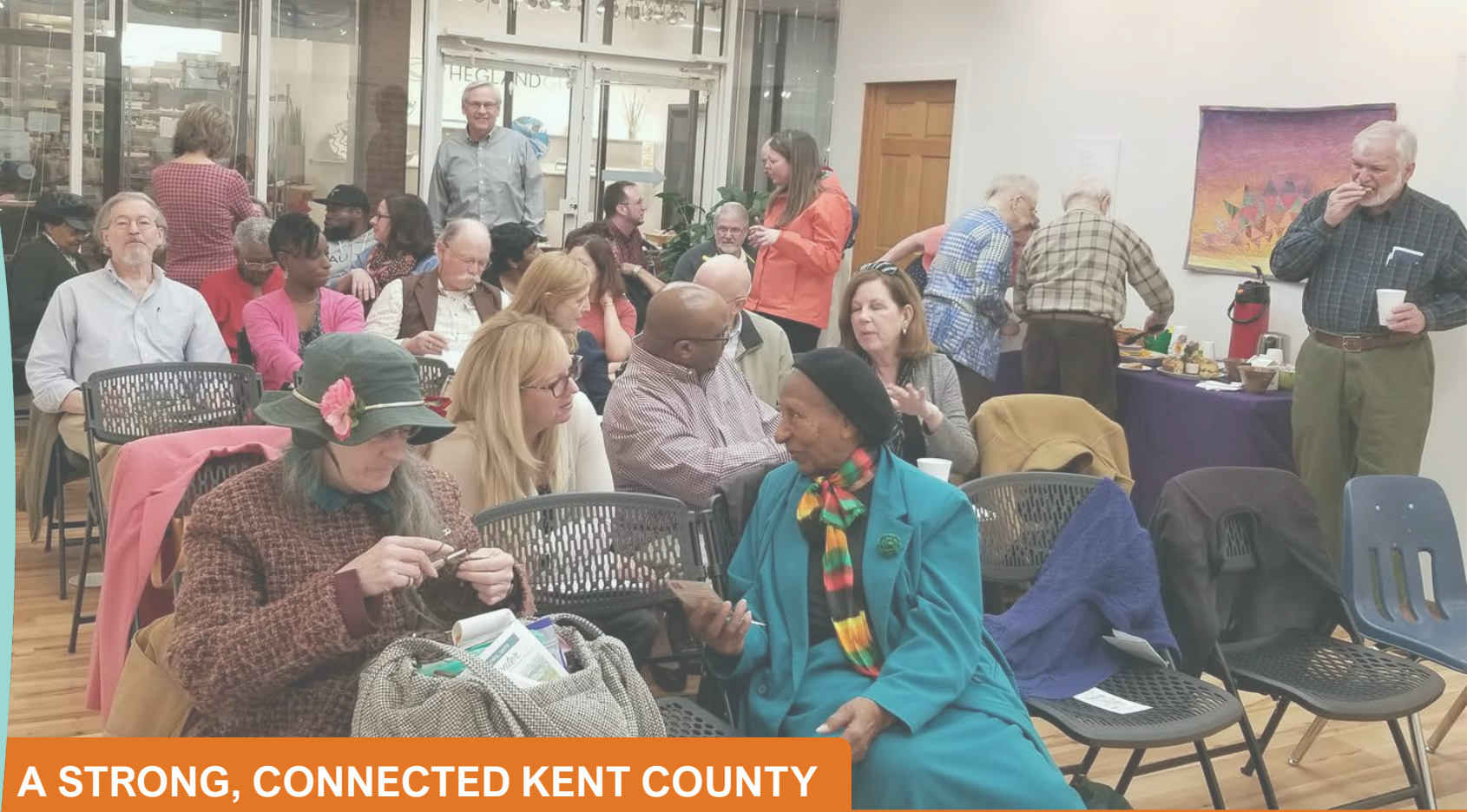
Kent County's FY2020-FY2022 Community Plan is a broadly owned "roadmap" that builds from our community's incredible strengths and assets. Using this Plan as a guide we are able, despite unprecedented challenges, to collectively move toward a future where everyone in Kent County has equal access to resources and opportunity. The primary focus of this Plan is to increase economic security and mobility for the 600-900 children in Kent County and their families who are impacted by poverty.

Together we are focusing on addressing the basic needs of our youth and their families experiencing poverty, which are both growing and changing as a result of COVID-19. We are also working across all sectors to increase coordination, advocacy and funding to enhance our Systems of Care and support proven and innovative approaches to long-standing community issues – such as affordable housing, transportation, childcare and access to healthcare.

This data-driven, equity-centered Plan provides a framework for Kent County Local Management Board and its diverse and countless partners to respond to the changing needs of the community. This plan positions the county for a recovery that will benefit all people in Kent County.



KEY ELEMENTS FOR OUR COLLECTIVE SUCCESS



A STRONG, CONNECTED KENT COUNTY

1

Collaborative planning and collective action part of the community's "DNA"

2

Small population, 19,384, with close-knit towns and neighborhoods

3

Sense of belonging – shared faith that all residents' needs will be better met through a commitment to work together to improve outcomes for all children, youth and families





THANK YOU TO OUR PLANNERS AND CHANGEMAKERS



KCLMB BOARD:

Shelly Neal-Edwards, Chair
William J. Clark, Vice Chair

Myra Butler

Annie Woodall

Deeann Jones

Herbert Dennis

Jamie Barrett



GUIDING COALITION:

Arlene Lee

Darius Johnson

John Price

Latoya Johnson

Mark Hampton

Lisa Starkey

Janice Steffy & Vandrick Hamlin

John Schratwieser

Kathryn Dilley & Sherone Lewis

Shelley Heller

William J. Webb & Gail Yerkie

Teverly Swinson

Wanda Boyer

Gordan Wallace

Nick Garcia

Paul Tue III

Robert Greenwald

Shelia Lomax

Pat Nugent

Mary Walker

FY 2020 – FY 2022

COLLABORATIVE PLANNING PROCESS

Community Engagement and Input Gathering:

- 4** Turn the **Curve data discussions** with the Kent County Local Management Board and Guiding Coalition
- 136** **Survey respondents** – 50% community residents
- 78** **Focus group participants including youth** who provided direct input through 4 session into our needs assessment and asset/gap analysis
- 4** **Key Informant interviews**
- 75+** **Community Action Planning participants including youth and their families** with lived and living experience
- 850** **Online survey participants** about transportation needs

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Total: 1,147+



Vision and Leadership:

- Local Management Board** – 15 leaders
- Guiding Coalition** – 12 additional leaders



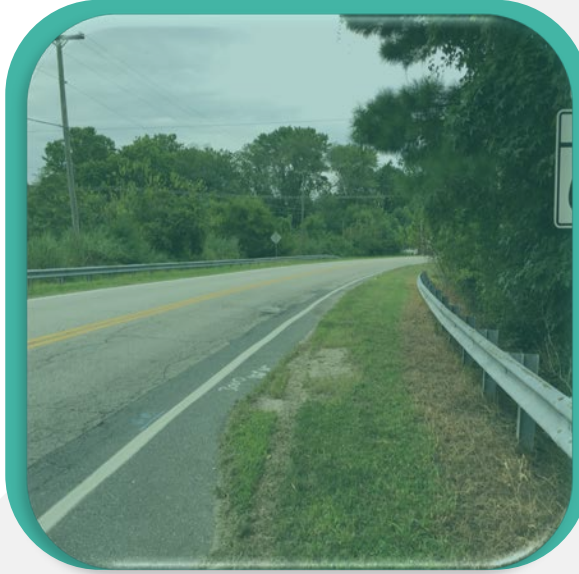
Data and Quantitative Analysis:

- ▶ **United Way of Kent County's** 2017 Comprehensive Needs Assessment
- ▶ **Maryland Rural Development Corporation** Community-Wide Needs Assessment 2016-2019
- ▶ **KCLMB** Data Audit 2018
- ▶ **Maryland Department of Juvenile Services**, Kent County Case Management Program



KENT COUNTY'S BIGGEST CHALLENGES

TRANSPORTATION



AFFORDABLE
HOUSING



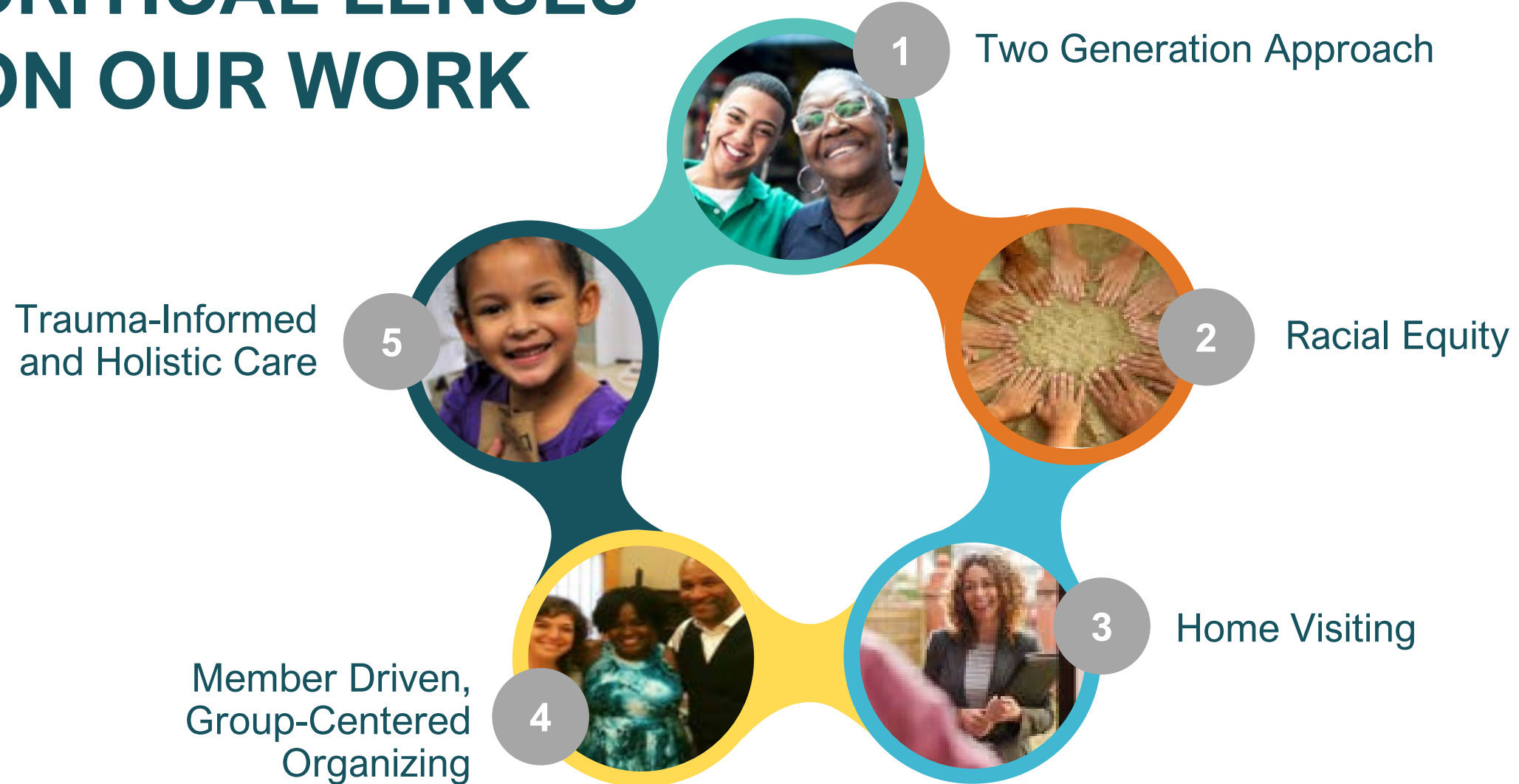
CHILDCARE



ACCESS TO
HEALTHCARE



CRITICAL LENSES ON OUR WORK



FY 2020 – FY 2022

COMMUNITY PLAN



VISION:

Equal access, shared assets, full opportunity.

MISSION:

Harnessing our collective strengths to connect and lift vulnerable Kent County youth and families.

PRIORITIES

- 1 Focus on economic security and mobility for 600-900 youth and their families impacted by poverty
- 2 Start by addressing the basic needs of youth and their families experiencing poverty
- 3 Strengthen Systems of Care by increasing organizational capacity and collaboration among providers
- 4 Support proven programs and innovative approaches led by individuals and organizations willing to upend the status quo

RESULTS:



Children are successful in school



Youth have opportunities for employment or career readiness

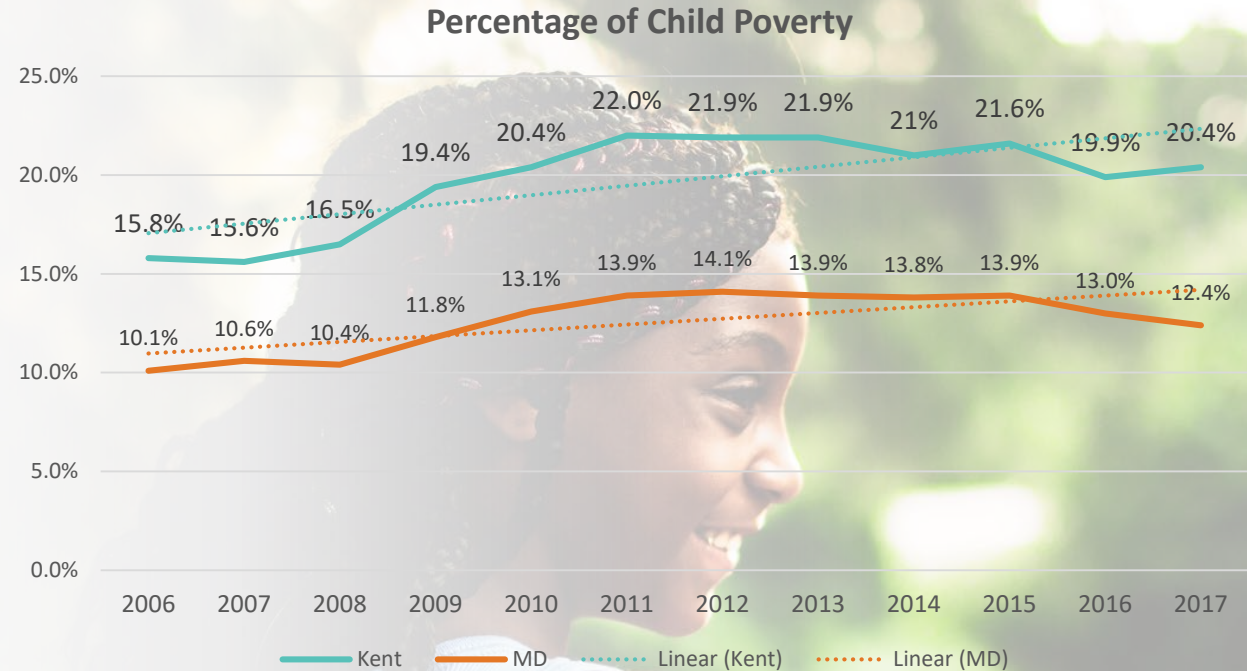


Families are safe and economically stable

“Wrapping our Arms” around our Youth Impacted by Poverty

Based on our community needs assessment and planning session in April 2019 – which included analysis of input gathered from local data, key informant interviews, youth focus groups, surveys and community forums – **we are laser-focused on leveraging the resources of our multi-sector partners and community members to address child poverty in Kent County.** Increasing child poverty rates coupled with declining child demographics rates has resulted in a concentration of poverty and the associated negative impacts for too many of Kent County’s children.

Given our small population and close-knit neighborhoods and towns, we can “turn the curve” by providing direct outreach and customized support to the 600-900 estimated youth, and their families, experiencing poverty in our community. Together, we can lift each other up and ensure every child, youth and family in Kent County has equal access to achieve their full potential.



U.S. Census Bureau Small Area Income and Poverty Estimates for MD and Kent County

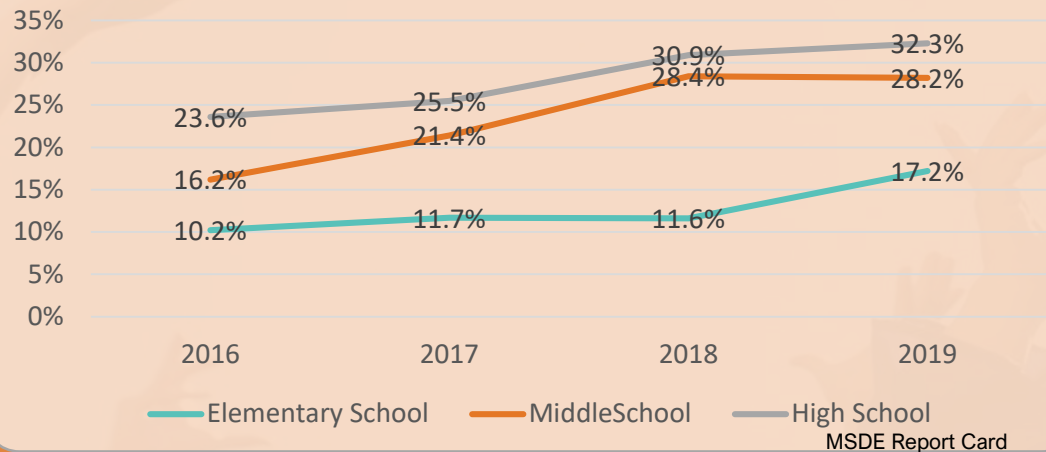
We are proposing that our community band together to slash child poverty in half – that means we move 300 children above the poverty threshold. This is a feasible number of kids we can wrap our arms around. For this County and this community, it’s not a heavy lift. – Rosemary Ramsey Granillo



CHILDREN ARE SUCCESSFUL IN SCHOOL



CHRONIC ABSENTEEISM RATES BY GRADE



BECAUSE STUDENTS IN POVERTY BENEFIT THE MOST FROM BEING IN SCHOOL, ONE OF THE MOST EFFECTIVE STRATEGIES FOR PROVIDING PATHWAYS OUT OF POVERTY IS TO DO WHAT IT TAKES TO GET THESE STUDENTS IN SCHOOL EVERY DAY.

Robert Balfanz, Vaughan Byrnes, "The Importance of Being in School"

RESULT

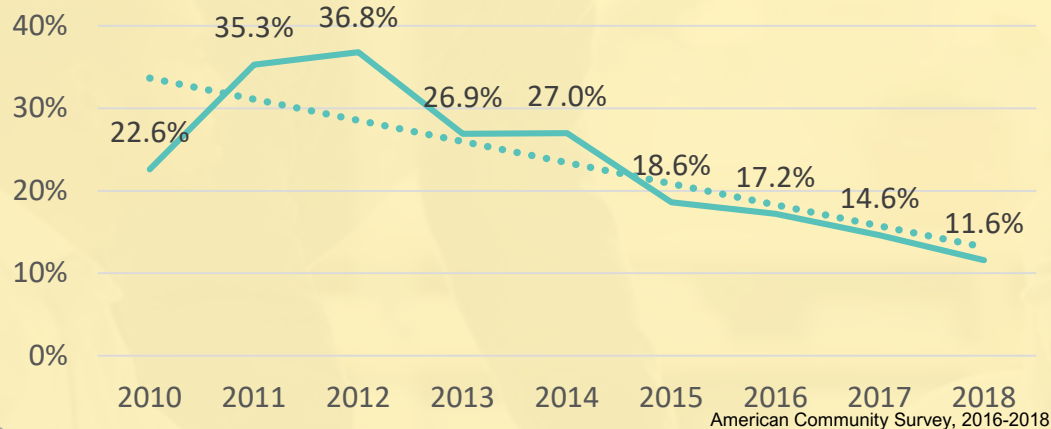
1

To succeed in school and life, children need to attend school daily. Chronic absenteeism is commonly defined as a student having missed at least 10 percent of the school year. Kent County's increasing absenteeism rates require a community-wide response and commitment to addressing the barriers that keep children from attending school and helping to support improvements in Kent County Public Schools.



YOUTH HAVE OPPORTUNITIES FOR EMPLOYMENT OR CAREER READINESS

KENT COUNTY UNEMPLOYMENT RATE FOR AGES 16-24



YOUNG ADULTS WHO ARE ON CAREER PATHWAYS INCREASE THE ENTIRE COMMUNITY'S ABILITY TO ACHIEVE ECONOMIC MOBILITY AND SECURITY.

Opportunity Nation

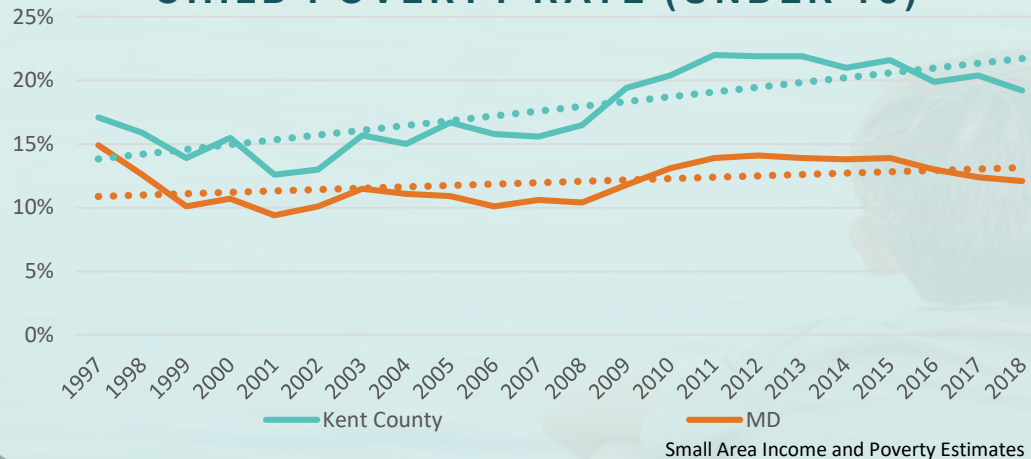
RESULT 2

Employment opportunities in Kent County have become increasingly available over the past 10 years. However, young people must be prepared to take advantage of those opportunities, especially those requiring specialized skills and pay a living wage. As Kent County looks toward recovery efforts post-COVID-19, the gains in youth employment opportunities will likely be lost. It will be vital to keep youth connected to employment and career development opportunities for Kent County's full recovery and positive, long-term outcomes.



FAMILIES ARE SAFE AND ECONOMICALLY STABLE

CHILD POVERTY RATE (UNDER 18)



RESULT 3

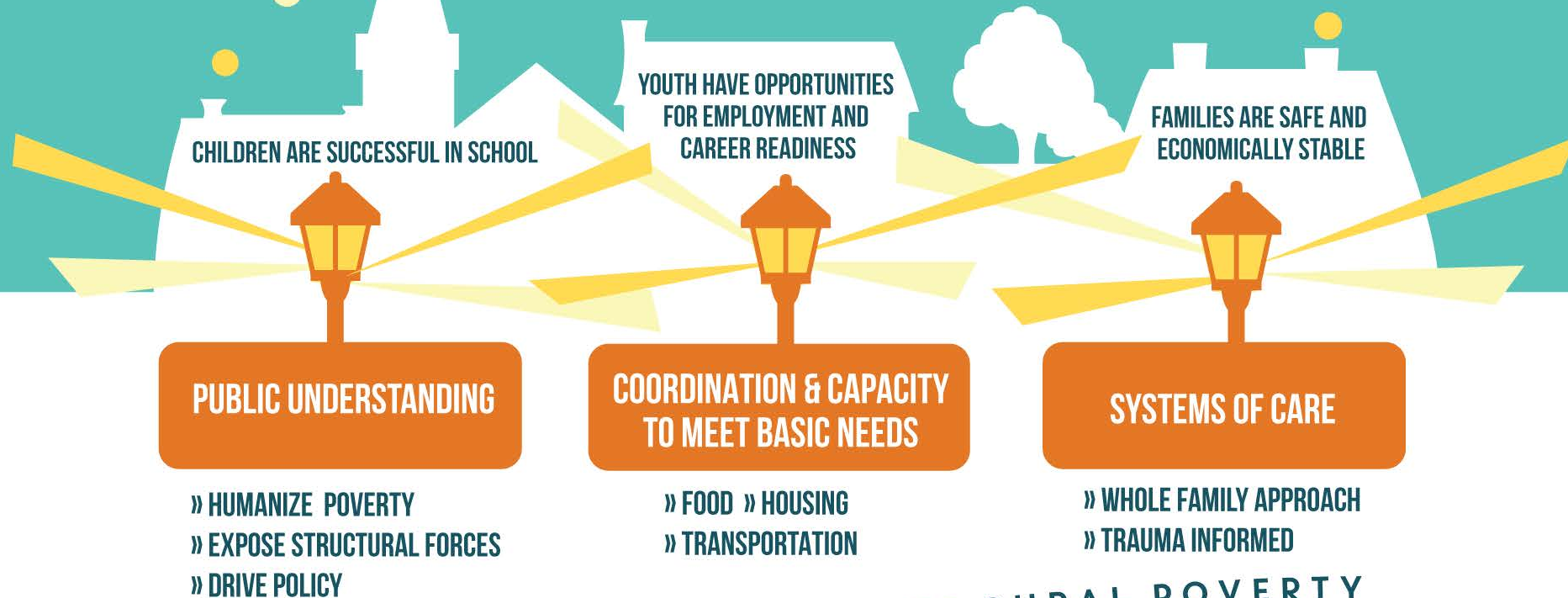
Feedback from community members urgently voiced a desire for safe and economically stable families as the effects of concentrated child poverty become more pronounced. We are prioritizing child poverty as an important indicator of societal and child well-being. KCLMB and its partners are actively coordinating services and sharing resources to address the basic needs of low-income families and provide supports and interventions that are essential to building resiliency and mitigating the negative impacts of poverty.

CHILDREN LIVING IN POVERTY ARE MORE LIKELY TO:

- ▶ HAVE POOR PHYSICAL AND MENTAL HEALTH
- ▶ HAVE A LOW SENSE OF WELL-BEING
- ▶ UNDERACHIEVE AT SCHOOL
- ▶ HAVE EMPLOYMENT DIFFICULTIES IN ADULT LIFE
- ▶ EXPERIENCE SOCIAL DEPRIVATION, STIGMA AND BULLYING AT SCHOOL
- ▶ FEEL UNSAFE

The Children's Society, "What are the effects of child poverty?"

MOBILITY FROM POVERTY



CONTEXT: CONCENTRATION OF RURAL POVERTY

EQUAL ACCESS. SHARED ASSETS. FULL OPPORTUNITY.



IMPLEMENTING OUR COMMUNITY PLAN



**LOCAL
MANAGEMENT
BOARD**

**GUIDING
COALITION**

**RAISE PUBLIC &
PRIVATE
DOLLARS TO
ADDRESS
IMMEDIATE AND
LONG-TERM
NEEDS**



**SUPPORT AND
ALIGN
EXISTING
COALITIONS**

**BASIC NEEDS
WORK GROUP**
Staffed by
KCLMB's
Housing and
Transportation
Coordinator

EXISTING COALITIONS AND COLLABORATIVES

NAME

AREA(S) OF FOCUS

Eastern Shore School Mental Health Coalition	Children's school-based mental health services
MSBH Child & Adolescent Workgroup	Children's mental health services
Chester Valley Ministers Association	Inter faith association to promote charity/services
American Job Center/One Stop	Employment support
MSBH Roundtable on Homelessness	Homeless services
Judy Center	Early childhood development
LDAAC Local Drug and Alcohol Abuse Council	Opioid/other substance use Collaborative
LMB Board and Maryland LMB Association	Interagency collaboration, system reform
Social Action for Racial Justice	Community equity and racial justice initiative
KCPS Multi Cultural Committee	School equity initiative
KC Health Coalition	Public health
Mid Shore Pro Bono	Pro bono legal services
Local Care Team	Interagency case planning for children
Multidisciplinary Team	Interagency case planning for adults
Chesapeake Heartland	Public/Community African American history
Chester River Wellness Alliance	Wellness Provider Association
Support Our Schools	Parent led Public Education Advocacy
Greater Chestertown Initiative	Social and economic development
KC Fiber Project	Public fiber wifi and infrastructure throughout county
Achieving Justice Together	Youth and Criminal Justice Race Equity Dialogue
Health Initiative – Save Our Hospital	Public health
Feeding the Elderly Initiative	Food Security
Minary's Dream Alliance	Youth Development and Racial Equity



PARTNERS, PROGRAMS AND ASSETS



- ▶ Youth
- ▶ Community Members
- ▶ Cultural Alliance
- ▶ Behavioral Health Providers
- ▶ Environmental Orgs
- ▶ Chesapeake College
- ▶ Churches
- ▶ Core Service Agency
- ▶ County Administrator and Council
- ▶ Detention Center
- ▶ Faith based organizations
- ▶ Health Department
- ▶ Juvenile Services
- ▶ Local Businesses
- ▶ Racial Justice Activists
- ▶ Parents
- ▶ Parks and Recreation
- ▶ Public Library
- ▶ School System
- ▶ Social Services
- ▶ Washington College
- ▶ Historical Society
- ▶ Law Enforcement
- ▶ League of Women Voters
- ▶ Mentoring Programs
- ▶ Legal Aid Orgs
- ▶ Non-Profits



FY20 – FY23* ACTION PLAN

*With community input, the KCLMB and Guiding Coalition developed core activities focused on effective implementation of the FY20-FY22 Community Plan. It was determined that some of the activities would extend beyond the time horizon of the Community Plan.

- 1 Raise awareness and understanding of poverty in Kent County
- 2 Ensure coordination of services to address basic needs
- 3 Expand funding and capacity of the KCLMB to increase services and drive multi-sector collaboration
- 4 Provide youth experiencing poverty opportunities to 'break the cycle' through education and career pathways
- 5 Train all service providers in trauma-informed care with a full understanding of racial and ethnic disparities



Progress in FY20



Raise awareness and understanding of poverty in Kent County

- Advocated for county policies to support youth and families impacted by poverty with a focus on transportation, housing funding streams, food security, racial equity
- Co-sponsored Undoing Racism workshop with 50 participants
- Kent Ends Poverty Community Action Planning Session with 75+ community members including youth and families with lived and living experience
- Racial Equity Institute Groundwater Training in Partnership with Washington College with 325 attendees
- Media coverage of outreach reflecting priorities
- Support of “Amazing People” documentary and screening
- Led Chester Valley Ministers’ Association’s exploration of “How do we build wealth among neighbors?”
- Served on Social Action for Racial Justice steering committee
- Served on committees for the Chesapeake Heartland Project to digitize and curate the Kent County African American experience

Ensure coordination of services to address basic needs

- Serving as food “hub” during COVID-19 response and solidifying role moving forward; coordinating food collection and delivery by organizations and volunteers
- Advocated and received funding for a housing and transportation coordinator to support multi-sector collaboration
- Supported launch of Kent Attainable Housing
- Funding for summer SNAP; advocating for free breakfast and lunch at high school when back in session
- Supporting the mapping of areas in greatest need for free Wi-Fi hotspots and fiber build outs



Progress in FY20



Expand funding and capacity of the KCLMB to increase navigation services and drive multi-sector collaborative

- Coordinated with United Way's Transportation Task Force members to launch Basic Needs Work Group
- Coordinating feeding efforts and housing and transportation position
- Expanded Guiding Coalition to include business and philanthropy
- Leading the Census Complete Counts Committee
- Championed SARJ's Sumner Hall "Feed The Children and Elderly Initiative" that raised over \$70k
- Cultivated and deepened relationships with aligned coalitions and initiatives including LDAAC, Continuum of Care on Homelessness, Community Mediation and the Opportunity Group

Provide youth experiencing poverty opportunities to 'break the cycle' through education and expand career pathways

- Continued Check and Connect Truancy Intervention through school closure in March
- Kent Family Center and About Child Trauma piloted Mobility Mentoring model
- Supported families who felt they were being pushed into a "school to prison pipeline" and advocated for additional school-based resources

Train all service providers in trauma-informed care with a focus on diversity, equity and inclusion

- Received a regional grant with Talbot Co. to provide training in public schools and workshops on Adverse Childhood Experiences (ACES) and racial trauma
- Facilitated/Sponsored the Men, Justice and Trauma Seminar for 40 participants
- Supported ACE's training hosted by the Kent Cultural Alliance for nonprofits and other community partners

FY 2021 ACTION PLAN



“One of the first steps in this process is to examine the narrative of poverty itself. We need to make it personal and hyper local, and we want to expose the forces that perpetuate it.” -Rosemary Ramsey Granillo

Goal	Action	Lead
Raise awareness and understanding of poverty in Kent County	Share stories and data with town and county elected officials and advocate for policies to support youth and families experiencing poverty, especially those most adversely affected by COVID-19	KCLMB Staff/Board/GC/UW
	Engage youth, individuals and families with lived and living experience in all aspects of our collaborative	KCLMB Staff/Board/GC
	Host accessible and inclusive community conversations and trainings to increase understanding and collectively address the complex challenges faced by local children and families experiencing poverty	KCLMB Staff/Library/Social Action for Racial Justice Committee/ CVMA
	Include media outlets in information, data sharing and community conversations to encourage reporting on issues related to poverty	KCLMB Staff/Board/GC

ACTION PLAN



Goal	Action	Lead
Ensure coordination of services to address basic needs	Food	
	Coordinate collection and delivery of food to all youth, and their families, impacted by COVID-19	KCPS and DHS for students; KCLMB for adult family members
	Increase access to SNAP	DSS and KCPS
	Identify strategies within housing and transportation plans that improve access to grocery stores and farmer's markets	Basic Needs Work Group
	Launch free and nutritious breakfast and lunch at middle and high school	KCPS
	Provide nutritious food during after-school and summer programs for youth of all ages	KCPS; KCPR
	Increase accessibility to food pantries, especially those in remote or isolated communities and adjacent to major employers	Food Pantries/ KCLMB
	Provide evidence-based education on nutrition and financial literacy	KCHD, 4H, Maryland Extension, Family Support Center
	Housing	
	Provide emergency and transitional housing for youth and families impacted by poverty, especially those most adversely affected by COVID-19	KCLMB, MRDC
	Collect and share data demonstrating needs and gaps in affordable housing	Kent Attainable Housing, Rebuilding Together KC
	<i>Support and strengthen the Point in Time Count and the Homeless Resource Day hosted by DSS to better understand homelessness in the county</i>	Mid-Shore Behavioral Health
	Transportation	
	Increase transportation to existing out-of-school enrichment activities on the weekends, during the summer and from after-school activities	KCPS/Basic Needs Work Group
	Health	
	Support rural healthcare initiative	Basic Needs Work Group/Board/GC
	Technology	
	Determine the areas of greatest need for free Wi-Fi hotspots, while respecting privacy, and coordinate distribution	KCPS and KCIT

FY 2021

ACTION PLAN



Goal	Action	Lead
Expand funding and capacity of the KCLMB to increase navigation services and drive multi-sector collaboration	Build out role as the resource "hub" for food insecure residents	KCLMB staff
	Raise philanthropic dollars to address the immediate and long-term basic needs of Kent County youth and families	KCLMB staff/ GC/ United Way/Kent Attainable Housing
	Launch the Basic Needs Work Group (quarterly)	KCLMB staff
	Cultivate and deepen relationships with existing and aligned coalitions and initiatives	KCLMB staff
	Build the capacity of the LMB to effectively implement the Action Plan	KCLMB staff
	Hire a Housing and Transportation Coordinator to drive collective impact process to meet basic needs	KCLMB staff/UW
	Refine the LMB's structure and roles to support alignment with the Community Plan Priorities and Action Plan	KCLMB staff

FY 2021

ACTION PLAN



Goal	Action	Lead
Provide youth experiencing poverty opportunities to 'break the cycle' through education and career pathways	Collaborate with partners to increase recreational programming and extra-curricular activities in the community to meet the needs of youth and families experiencing poverty, especially those most adversely affected by COVID-19	KCLMB staff
	Continue Check and Connect Truancy Intervention	KCLMB Staff, KCPS, Truancy Reduction Program (Court)
	Create robust after school programming at all schools in Kent County	KCPS, Transportation Task Force, DCT, Parks and Rec
	Engage youth in program design	KCLMB staff, KCMS

FY 2021

ACTION PLAN



Goal	Action	Lead
Train all service providers in trauma-informed care with a focus on diversity, equity and inclusion	Broaden the training in schools to include teachers, administrators, therapists and volunteers	For all Seasons, KCPS
	Train all school staff in trauma informed schools using a racial equity lens	For all Seasons/ KCLMB staff
	Train all major youth service providers	KCLMB