

Needs Assessment of the Governor's Strategic Goal Areas



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CHAPTER 1 – TRI-COUNTY PROFILE

This chapter profiles the demographic and socioeconomic composition of Calvert County. For comparison, statistics are also presented for St. Mary's and Charles counties, and for the state of Maryland as a whole.

1.1 Demographic Profile for 2009 to 2013

As seen in Exhibit 1, according to the Census Bureau, the total population of Calvert County was 89,332 in the five-year period from 2009 to 2013. With respect to key demographic characteristics:

- **Gender.** The population is evenly distributed between males and females.
- **Age.** In terms of the age distribution, about a quarter of the population comprises of youth under 18 years of age. Compared to the state as a whole, Calvert County has a higher proportion of older individuals, aged 45 years and above (42.8 percent versus 40.3 percent).
- **Ethnicity and Race.** The population in Calvert County is predominantly made up of White, non-Hispanic individuals (79.6 percent). This is followed by African Americans at 13.4 percent. This distribution is in contrast to both Charles County and the state as a whole, where Whites make up 47.4 percent and 54.1 percent, respectively.
- **Education Level.** Indicators of educational attainment depict a fairly educated population residing in Calvert County. More than half the population have a High School Diploma or college degree, and a sizeable proportion (30 percent) have a Bachelor's degree or higher. In fact, across the tri-county area, Calvert County has the highest share of individuals with a Bachelor's degree or higher.
- **Family Structure.** Across the three counties, Calvert County has the lowest share of single parent households, at 21.5 percent.

Exhibit 1: Demographic Profile for the Tri-County Area

Demographic Characteristic	Calvert County	St. Mary's County	Charles County	All MD
Total Population	89,332	107,079	148,957	5,834,299
Gender Distribution (in %)				
Male	49.4	49.8	48.3	48.4
Female	50.6	50.2	51.7	51.6
Age Distribution (in %)				
Under 18 years	25.5	25.8	26	23.1
18 to 24 years	8.3	10.1	8.9	9.6
25 to 44 years	23.3	26.5	27.1	27
45 to 64 years	31.3	26.9	28.2	27.6
65 years and older	11.5	10.7	9.9	12.7
Racial Distribution (in %)				
Hispanic/Latino	3	4.1	4.6	8.5
White, Non-Hispanic	79.6	76.2	47.4	54.1
Black, Non-Hispanic	13.4	13.9	41	29
Asian, Non-Hispanic	1.2	2.3	3.2	5.7
Other Race, Non-Hispanic	0.1	0.5	0.9	0.4
Two or More Races, Non-Hispanic	2.7	3.1	2.9	2.3
Educational Distribution (in %)				
No High School Diploma	7.1	9.7	8.8	11.3
High School Diploma or GED	32.2	31.3	31.1	25.9
Some College or Associate's Degree	30.7	29.6	33.5	26
Bachelor's Degree or Higher	30	29.4	26.7	36.8
Single Parent Households (in %)*	21.5	24.5	32.5	-

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2009-2013; *5-Year Estimates, 2007-2011.

1.2 Socioeconomic Profile for 2009 to 2013

As seen in Exhibit 2, the tri-county area in Southern Maryland is a fairly prosperous community. According to the Census Bureau, the median household income for Calvert County in the five-year period from 2009 to 2013 was \$95,477; higher than for the state as a whole and higher than many other counties.¹

¹ <http://selfsufficiencystandard.org/sites/default/files/selfsuff/docs/MD2012.pdf>

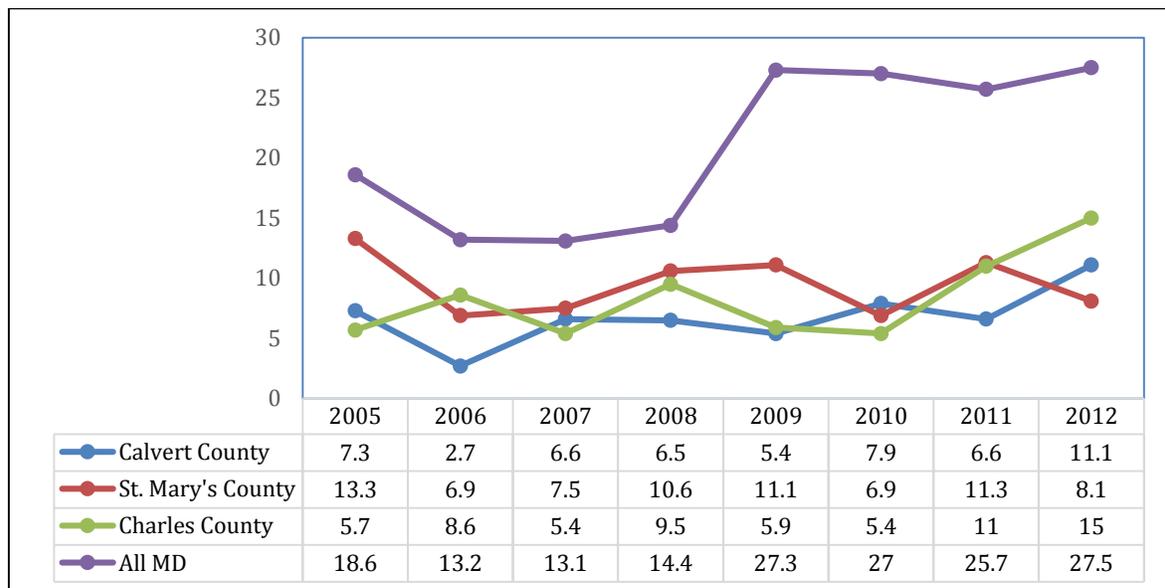
Exhibit 2: Socioeconomic Profile for the Tri-County Area

Socioeconomic Characteristic	Calvert County	St. Mary's County	Charles County	All MD
Median Household Income	\$95,477	\$85,672	\$93,160	\$73,538
Unemployment Rate (16 years or older)	7	5.6	7.4	8.2
Region of Residence in 2010 (in %)*				
Urban Areas	61.3	49.6	70.5	87.2
Rural Areas	38.7	50.4	29.5	12.8
Poverty (in %)				
Individuals with income below the poverty line	4.9	7.2	7	9.8

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2009-2013; *Census Bureau, 2010.

Poverty rates are more pronounced among the younger population, aged 18 years or below. Exhibit 3 depicts trends in the poverty rates of the younger population from 2005 to 2012, for each county and the state as a whole. With the exception of St. Mary's County, poverty rates have generally been on the rise in the last few years, peaking at about 11 percent for Calvert County. This is nearly twice the poverty rate for the general population in Calvert County.

Exhibit 3: Percent of individuals < 18 years of age whose family income is below the poverty line

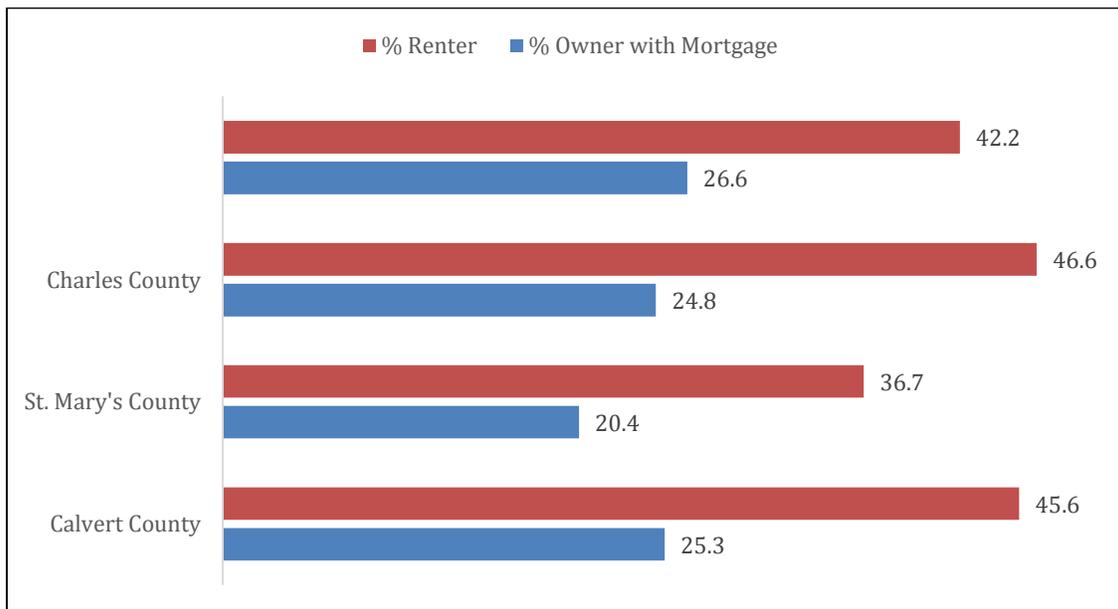


Source: U.S. Census Bureau

1.3 Housing and Transportation Profile for 2009 to 2013

A significant percent of the homeowner population in each county faces housing costs that are 35 percent or more of household income (see Exhibit 4). The shares are even more pronounced when looking within the population of renters. This is not surprising given the high rental costs in each county, as shown in Exhibit 5. The lack of affordable housing is therefore prominent in each county.

Exhibit 4: Percent with Housing Costs that are 35% or More of Residents' Household Income



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2009-2013

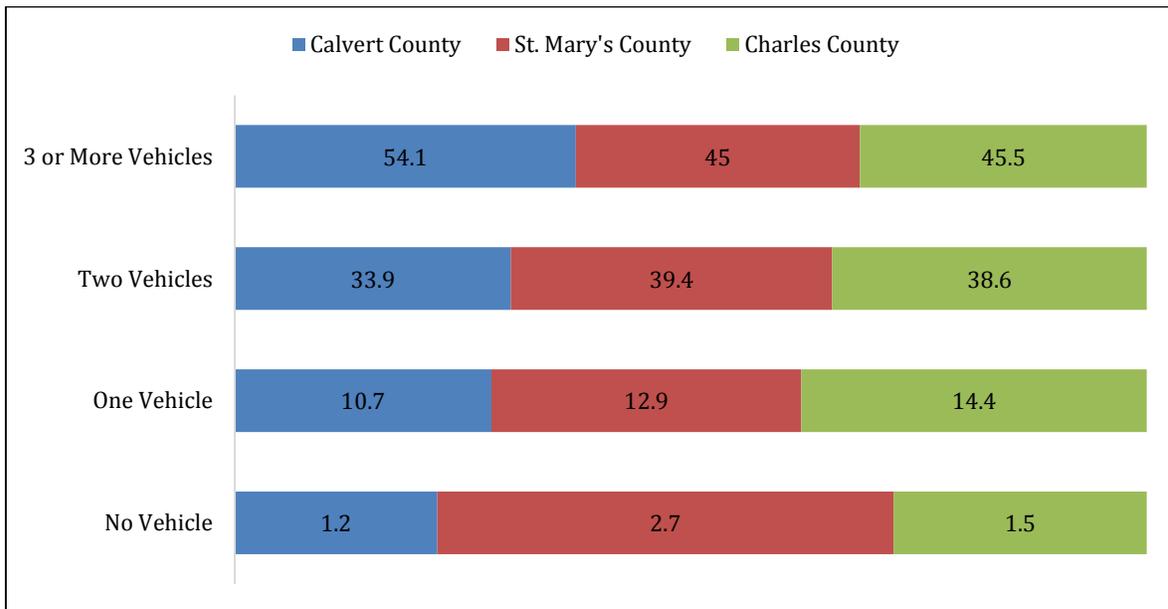
Exhibit 5: Fair Market Rent Summary (FY2016)

Fair Market Rent (in \$)	Calvert County	St. Mary's County	Charles County
Efficiency	1,307	816	1,307
One Bedroom	1,402	994	1,402
Two Bedrooms	1,623	1,155	1,623
Three Bedrooms	2,144	1,574	2,144
Four Bedrooms	2,726	2,017	2,726

Source: U.S Department of Housing and Urban Development

Residential and commercial areas within Calvert County are widely spread out. Given the high socio-economic status of most residents in comparison to other counties in the state, state funding for public transportation is limited. Each county has a separate bus service with few routes and infrequent stops. **Exhibit**Exhibit 6 shows the nature of vehicle ownership in each county, specifically, the percentage of the population owning zero, one, two, and three or more vehicles. While most county residents own at least one vehicle, nearly 12 percent of the population in Calvert County owns only one vehicle or no vehicle at all. The corresponding percentages for St. Mary's and Charles counties are 15.6 and 15.9, respectively.

Exhibit 6: Vehicle Ownership



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2009-2013

1.4 Youth Risk Behavior

The Local Management Board (LMB) of Calvert County is interested in understanding the incidence and extent to which youth suicide and substance use is impacting the community. Exhibit 7 shows the percent of high school students who seriously considered attempting suicide (during the 12 months prior to the Maryland Youth Risk Behavior Survey). Similarly, Exhibit 8 shows the percent of adolescents who used any tobacco product in the month prior to the Maryland Adolescent Survey.

The shares reveal a significant problem of youth risky behavior in each of the three counties. In Calvert County, in 2014, the rate of attempted suicide among the younger population was slightly higher than for the state overall, and ranked second in the tri-county region. As far as youth tobacco use is concerned, the consumption rate for Calvert

County in 2013 well exceeded the corresponding rate for the state, and was the highest in the tri-county area.

Exhibit 7: Youth Suicide Attempts (2014)

County	Percent Attempted Suicide
Calvert County	16.2
St. Mary's County	17
Charles County	15.2
All MD	15.9

Source: Maryland Youth Risk Behavior Survey 2014

Exhibit 8: Youth Tobacco Use (2013)

County	Percent Used Tobacco
Calvert County	23
St. Mary's County	19.2
Charles County	17.6
All MD	16.9

Source: Maryland Adolescent Survey

CHAPTER 2 – FOUR STRATEGIC GOAL AREAS

The goal of the Children’s Cabinet and Governor’s Office for Children (GOC) is for all children to have fulfilled and successful lives. Towards this end, historically the GOC has established eight result areas, which describe the general well-being of Maryland’s children and families. Exhibit 9 presents these eight areas, mapped to 29 specific result indicators.

Exhibit 9: Maryland Child Well-Being Result Areas and Indicators

Result Area	Indicator
Babies Born Healthy	Infant Mortality
	Low Birth Weight
	Births to Adolescents
Healthy Children	Health Insurance Coverage
	Immunizations
	Hospitalizations
	Deaths
	Obesity
	Substance Use
Result Area	Indicator
Children Enter School Ready to Learn	Kindergarten Assessment
Children are Successful in School	Academic Performance - MD School Assessment
	High School Assessment
	Alternative School Assessment
	Bullying and Harassment
	Truancy
Youth will Complete School	High School Dropout Rates
	High School Completion
	Program Completion of Students with Disabilities
	Educational Attainment
Youth have Opportunities for Employment or Career Readiness	Youth Unemployment
	Youth Employment
Result Area	Indicator
Communities are Safe for Children, Youth and Families	Juvenile Felony Offenses
	Juvenile Recidivism
	Crime
	Child Maltreatment
Families are Safe and Economically Stable	Child Poverty
	Hunger
	Out-of-Home Placement
	Homelessness

While the above areas were the target thus far in each county, the FY2015 Strategic Plan outlined a renewed focus on four specific strategic goals. These four areas are:

- Impact of parental incarceration on children, families and communities
- Reducing the number of disconnected youth (aged 16 to 24 not working and not in school)
- Reducing childhood hunger
- Reducing youth homelessness

In what follows, we present statistics on key indicators associated with each of the four strategic goal areas for Calvert County. Where available, statistics are also provided for St. Mary's and Charles Counties for comparison.

2.1 Impact of parental incarceration on children, families and communities

Parental incarceration has severe debilitating impacts on both children and families, but children are an especially vulnerable population in this regard. Some of the adverse impacts of incarceration include family instability, higher rates of child welfare involvement, depression, and poor academic outcomes.² One of the reasons the GOC chose parental incarceration as a strategic goal area is that it is not a well-studied area of State policy. There is a growing need to examine data on the rates of incarceration in each county, and correspondingly identify the needs of children and families who are linked to incarcerated individuals.

The Maryland Department of Public Safety and Correctional Services (DPSCS) maintains data on active inmates, and individuals under parole and probation, by sentencing jurisdiction. In other words, data is available on the number of individuals sentenced in each county who are currently serving a term in State prison or who are being supervised by a probation or parole office in that county. Exhibit 10 shows a snapshot of this data at two points in time, for June 30, 2015 and April 1, 2016. St. Mary's County has slightly more active inmates than Calvert County, but far more individuals under parole and probation. Of the three counties, Charles County has the most individuals in either category.

² <http://goc.maryland.gov/incarceration/>.

Exhibit 10: Active Inmates, by Sentencing Jurisdiction

County	Active Inmates		Under Parole and Probation	
	As of June 30, 2015	As of April 1, 2016	As of June 30, 2015	As of April 1, 2016
Calvert County	283	278	525	530
St. Mary's County	291	281	718	722
Charles County	562	549	1076	1001

Source: DPSCS Office of Grants, Policy, and Statistics. These numbers do not include anyone who might be cycling in and out of the local detention center or who is serving time in a federal prison facility.

Exhibit 11 shows a breakdown of active inmates sentenced in each county by gender and race, for April 1, 2016. As can be seen, the majority of active inmates tend to be male, for each county. Calvert County, however, has the highest share of female inmates relative to St. Mary's and Charles Counties. As in many places³, African Americans are disproportionately incarcerated in each of the three counties. Although African Americans comprise only 13.4 percent of the total population in Calvert County, they make up about 45 percent of the incarcerated population. As a result, children of color are inevitably more likely to contend with having a parent in prison.

Exhibit 11: Gender and Racial Disaggregation of Active Inmates, by Sentencing Jurisdiction (As of April 1, 2016)

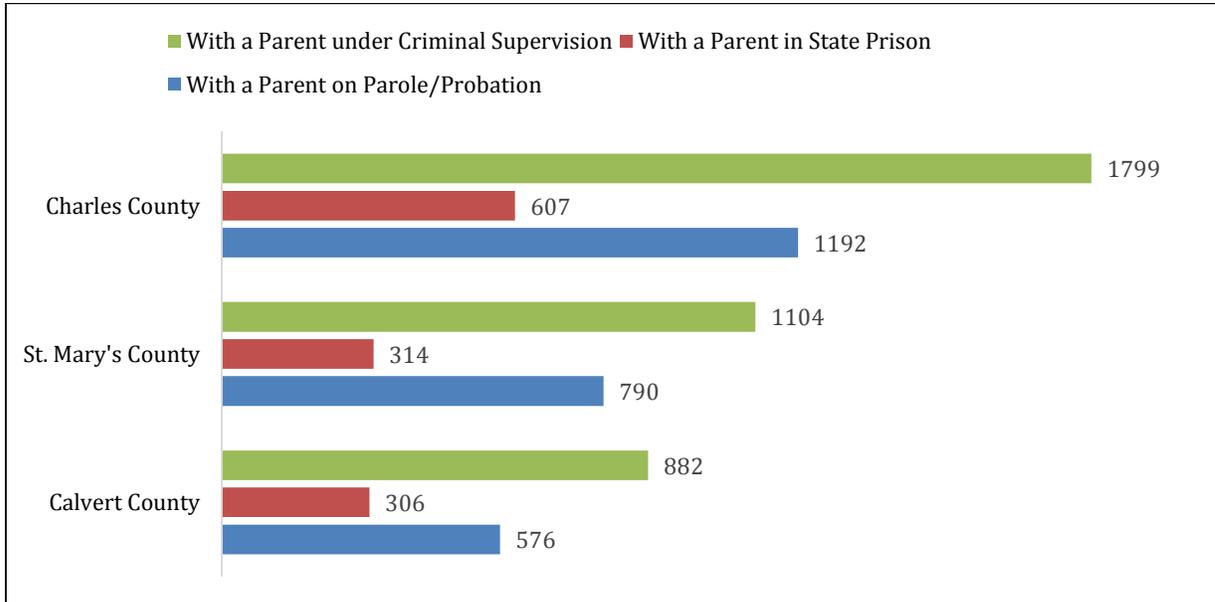
Demographic Characteristic	Calvert County	St. Mary's County	Charles County
Gender (in %)			
Male	91.37	93.24	96.90
Female	8.63	6.76	3.10
Race (in %)			
Black	45.32	48.75	70.31
White	54.68	48.75	28.78
Indian	0	0.71	0
Asian	0	0.36	0.18
Unknown	0	1.42	0.73

Source: DPSCS Office of Grants, Policy, and Statistics. These numbers do not include anyone who might be cycling in and out of the local detention center or who is serving time in a federal prison facility.

³ The Sentencing Project. (2009, February). *Incarcerated parents and their children: Trends 1991–2007*. Washington, DC: Author. Retrieved from www.sentencingproject.org/doc/publications/publications/inc_incarceratedparents.pdf

There is a large population of children in each county who have a parent either in State prison, or under parole and probation. Exhibit 12 shows that as of June 30, 2015, 882 children were estimated to have a parent under some form of criminal supervision in Calvert County. The corresponding numbers for St. Mary's and Charles counties were far higher at 1104 and 1799, respectively.

Exhibit 12: Estimated Number of Children with a Parent under Criminal Supervision (As of June 30, 2015)



Source: DPSCS Office of Grants, Policy, and Statistics.

Incarceration is not only an issue among the adult population in the tri-county area, but also among the juvenile population. The Department of Juvenile Services (DJS) collects data on total complaints/intake, emanating from various sources including adult court transfers, citizens, police, school referrals, and violation of probation. As of FY2015, 391 juveniles in Calvert County were recorded by the DJS, of which the majority were males (see Exhibit 13). The racial decomposition of complaints varied across counties. In Calvert County, the majority of complaints were associated with White individuals, whereas in Charles County the concentration of complaints were among Blacks. St. Mary's County had a more even split between Blacks and Whites. The overwhelming majority of DJS-involved youth were younger than 18.

Exhibit 13: Complaints Recorded by the Department of Juvenile Services (FY2015)

Demographic Characteristic	Calvert County	St. Mary's County	Charles County
Total Number of Complaints	391	507	858
Gender (in %)			
Male	68.3	67.7	68.6
Female	31.7	32.3	31.4
Race (in %)			
Black	25.1	54.8	75.3
White	71.6	44.8	22.6
Hispanic/Other	3.3	0.4	2.1
Age (in %)			
11 and under	4.9	6.5	4.4
12	2.8	8.3	5.4
13	7.9	6.3	6.4
14	11.8	12.2	11.0
15	19.9	21.7	19.5
16	23.3	18.7	21.0
17	28.6	24.7	28.2
18-20	0.8	1.6	4.2

Source: Maryland Department of Juvenile Services, Data Resource Guide FY2015.

2.2 Disconnected Youth

Disconnected youth, the second population of interest, are individuals between the ages of 16 and 24 who are neither in school nor working. As the GOC reports, this population includes youth transitioning out of foster care or juvenile justice facilities, homeless youth, and youth who have returned from college to live with their parents, among others.⁴ Disconnected youth face many barriers to health and self-sufficiency, and require targeted services to enable them to re-enter the educational system or workforce. Therefore, it is important to document data on metrics that directly or indirectly identify this population.

The first such metric is school truancy. The GOC maintains jurisdictional data on the share of all public school students who have been absent from school for more than 20 days. As Exhibit 14 shows, truancy rates range from 4 percent to 10 percent between the three counties. Truancy rates are more pronounced within the population of 9th to 12th grade students. As Exhibit 15 shows, while for Calvert County the rate of truancy among high

⁴ <http://goc.maryland.gov/disconnected-youth/>.

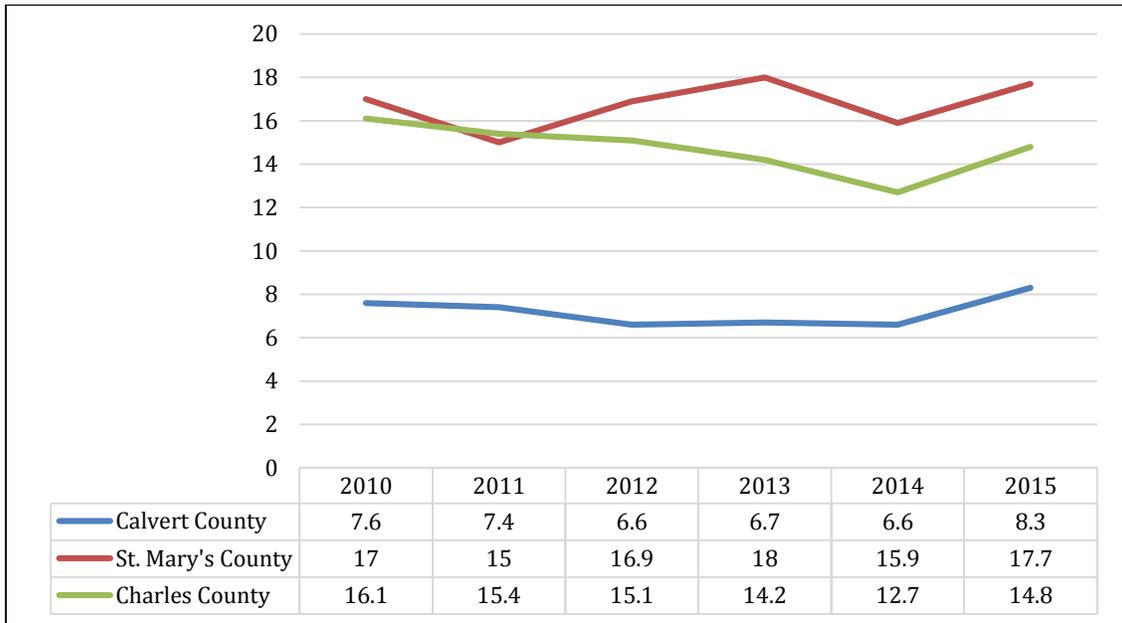
school students was fairly stable between 2010 and 2013, the last two years have seen a rise in the truancy rate.

Exhibit 14: Truancy Rate among All Public School Students

Year	Calvert County	St. Mary's County	Charles County
2012	4.37	10.38	8.98
2013	4.27	11.1	9.16

Source: GOC Jurisdictional Data.

Exhibit 15: Truancy Rate among Public School Students in Grades 9 to 12

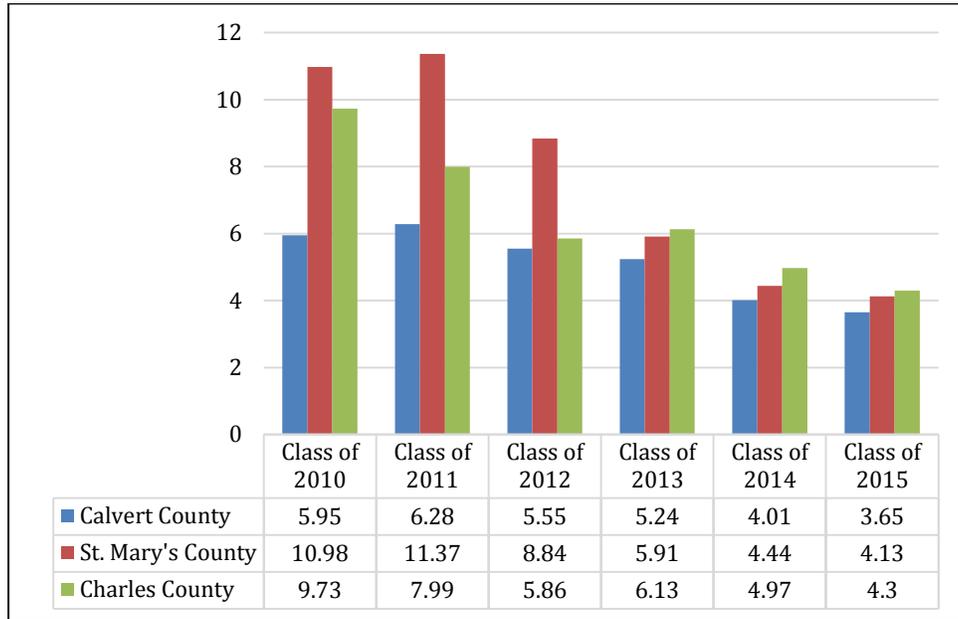


Source: 2015 Maryland Report Card.

Another metric of disconnection from the educational system is the four-year adjusted cohort high school dropout rate. While previously the dropout rate was considered to be the annual dropout rate for grades 9 to 12, federal law now requires that the state use an adjusted cohort dropout rate.⁵ As seen from Exhibit 16, while there has been a decline over time in high school dropout rates. In the last couple of years they have hovered around the 4 percent mark in each of the three counties.

⁵ See <http://reportcard.msde.maryland.gov/DropoutOverview.aspx?K=021274>.

Exhibit 16: 4-Year Adjusted Cohort High School Dropout Rate



Source: 2015 Maryland Report Card.

Exhibit 17 shows the percentage of disconnected youth in each of the three counties. The Census Bureau reports the share of youth aged 16 to 19 who are idle, that is, not enrolled in school or in the labor force. Calvert and St. Mary’s counties’ rates are half the rate of disconnection of this population for Charles County. Using the Census Bureau’s data, Measure of America *estimated* the population of 16 to 24 year olds who were disconnected in 2013. The estimated rates of disconnection among this population ranged from 8.5 percent in Calvert County to nearly 14 percent in Charles County, in 2013.

Exhibit 17: Percentage of Disconnected Youth (2013)

Population	Calvert County	St. Mary’s County	Charles County
16 to 19 Year Olds	4.2	4.4	8.1
16 to 24 Year Olds (Estimated)*	8.5	11.4	13.6

Source: U.S. Census Bureau, American Community Survey; * Measure of America calculations using U.S Census Bureau data

Exhibit 18 shows unemployment rates for youth aged 16 to 24 in each county. More males of this age group are unemployed than females.

Exhibit 18: Unemployment Rate of Disconnected Youth (2010 - 2014)

Population	Calvert County	St. Mary's County	Charles County
Total Civilian Labor Force	49304	56222	81331
Total Population Unemployed	4114	3053	5805
Unemployment Rate	8.34%	5.43%	7.14%
Total 16-24 Unemployed	1308	1208	2023
16-24 Unemployment Rate (of those unemployed)	31.79%	39.57%	34.85%
16-24 Unemployment Rate (of the civilian labor force)	2.65%	2.15%	2.49%
Share of 16-24 Unemployed who are Males	56.04%	60.02%	50.02%
Share of 16-24 Unemployed who are females	43.96%	39.98%	49.98%

Source: American Community Survey 5 year estimates (2010 – 2014)

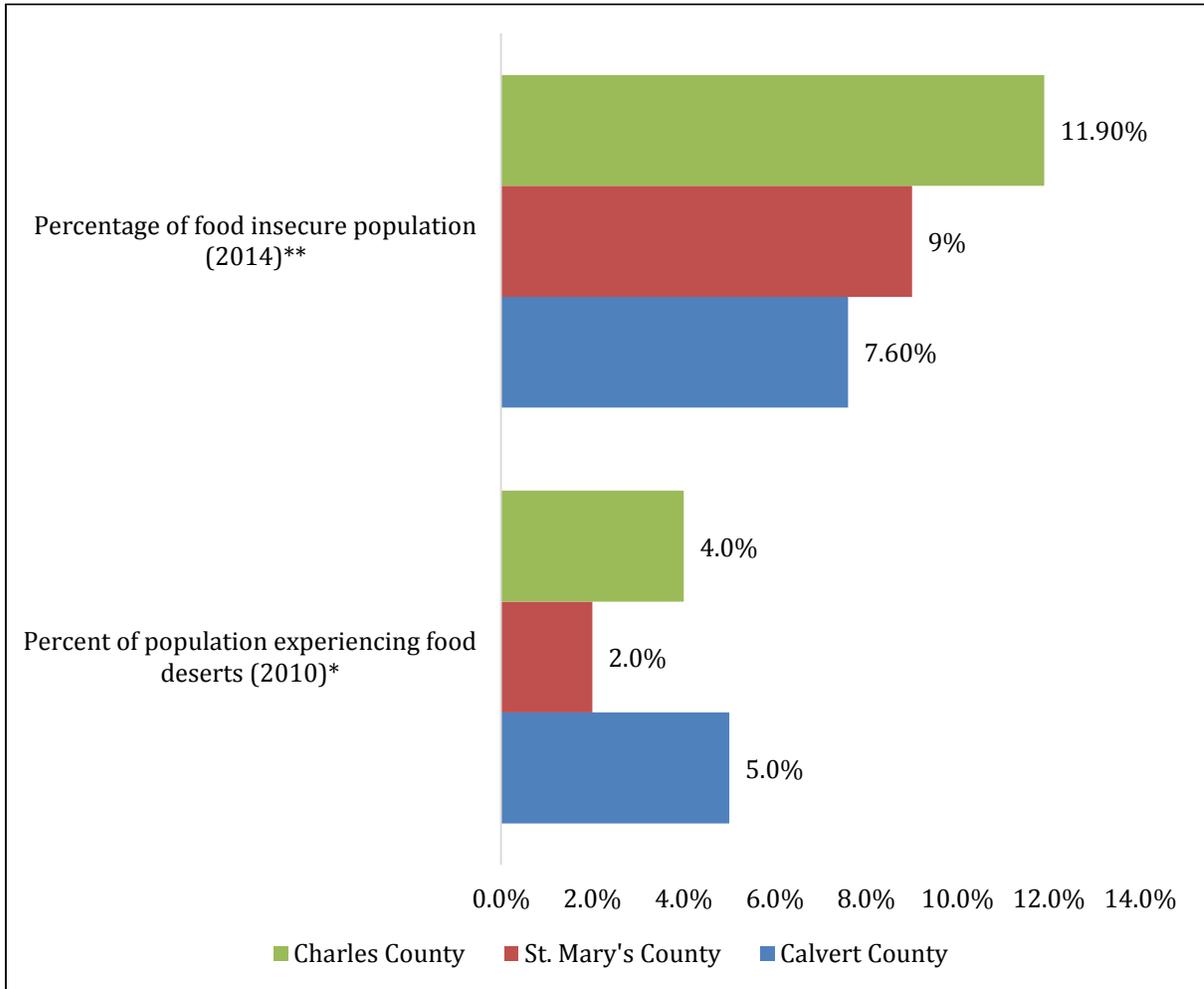
2.3 Childhood Hunger

The third strategic goal area mandated by the GOC is childhood hunger, specifically, the incidence of food insecurity among children and households. Food insecurity, as defined by the United States Department of Agriculture (USDA) refers to a situation in which “consistent access to adequate food is limited by a lack of money and other resources at times during the year.” Research has shown that food insecure children face heightened risks of health and development problems, compared with their counterparts from food secure households.⁶

The top half of Exhibit 19 shows the percent of population in each county who lacked adequate access to food in 2014. While Calvert County had the lowest food insecurity rate in the tri-county area, it is not far behind the other two counties. The bottom half of Exhibit shows the percent of population who had low incomes and were living in food deserts (did not live close to a grocery store) in each county in 2010. As shown, Calvert County had the highest percentage of population experiencing food deserts in the tri-county area.

⁶ *Food Insecurity in Households with Children: Prevalence, Severity, and Household Characteristics*, Economic Research Service, September 2009.

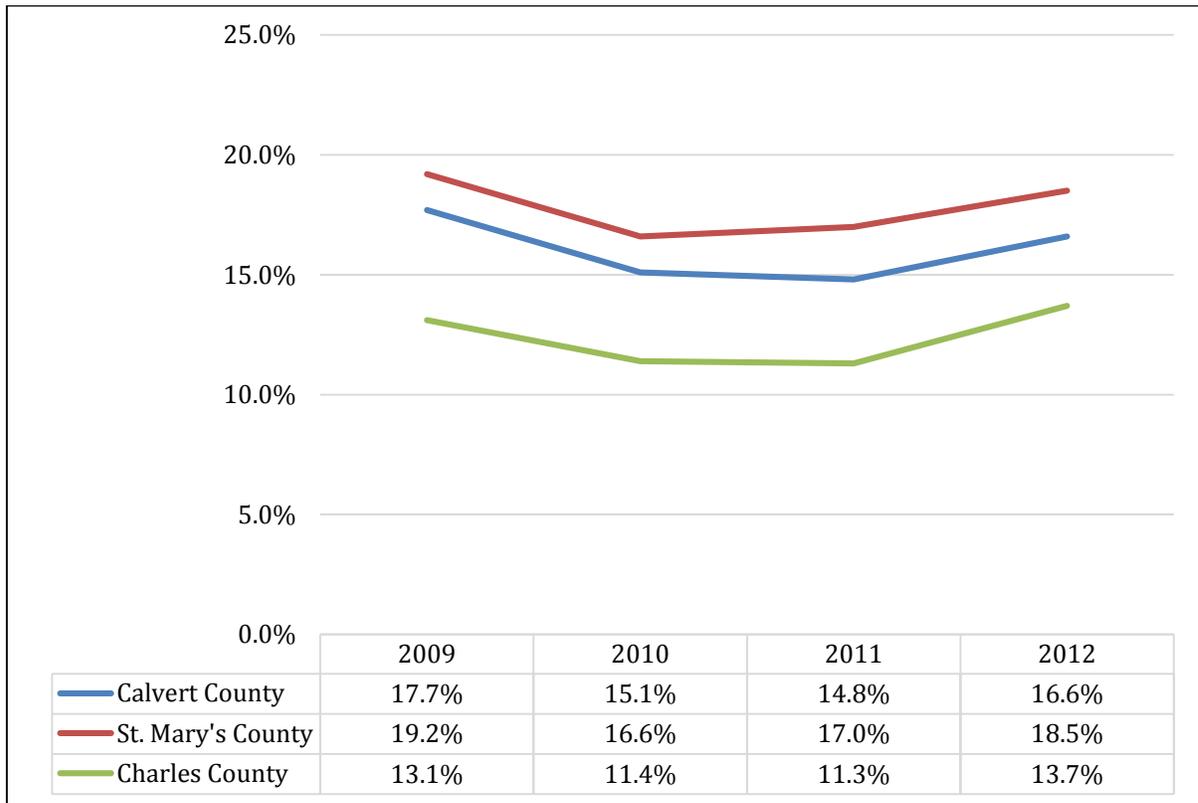
Exhibit 19: Food Insecurity and Food Deserts



Source: * USDA Food Environment Atlas **Map the Meal Gap (2016)

Exhibit 20 shows the prevalence of *child* food insecurity rates for each county in the tri-county area from 2009 to 2012. While each county experienced a drop (or stagnation) in the child food insecurity rate from 2009 to 2011, it started to rise in 2012. In the tri-county area, in 2012, Calvert County had the second highest child food insecurity rate.

Exhibit 20: Child Food Insecurity Rates

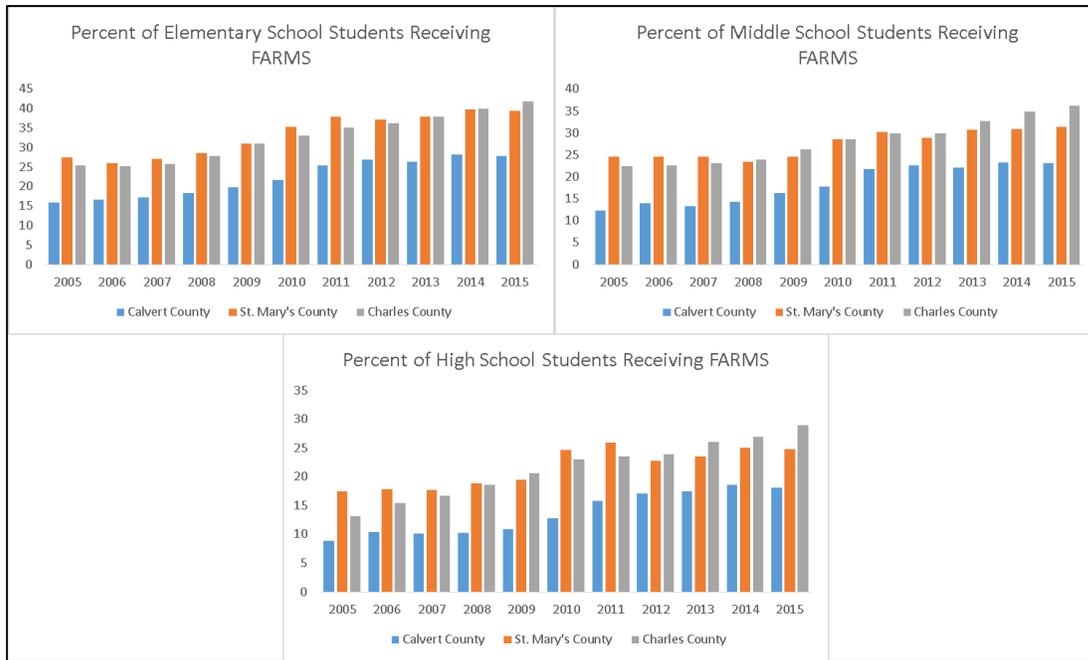


Source: GOC Jurisdictional Data.

Food insecurity is a major cause of poor educational performance, health, and behavioral problems for children.⁷ The Maryland Report Card publishes data on the percent of students receiving free and reduced price meals (FARMS), by grade. Exhibit 21 shows FARMS participation rates from 2005 to 2015 for students in elementary, middle, and high schools, by county. As the exhibit depicts, the percent of students receiving FARMS in each grade is the lowest in Calvert County as compared to the other two counties in the tri-county region.

⁷ Cook, J., and Jeng, K. *Child Food Insecurity: The Economic Impact on our Nation, Feeding America*.

Exhibit 21: Percent of School Students Receiving Free and Reduced Price Meals (FARMS), by Grade



Source: 2015 Maryland Report Card.

2.4 Youth Homelessness

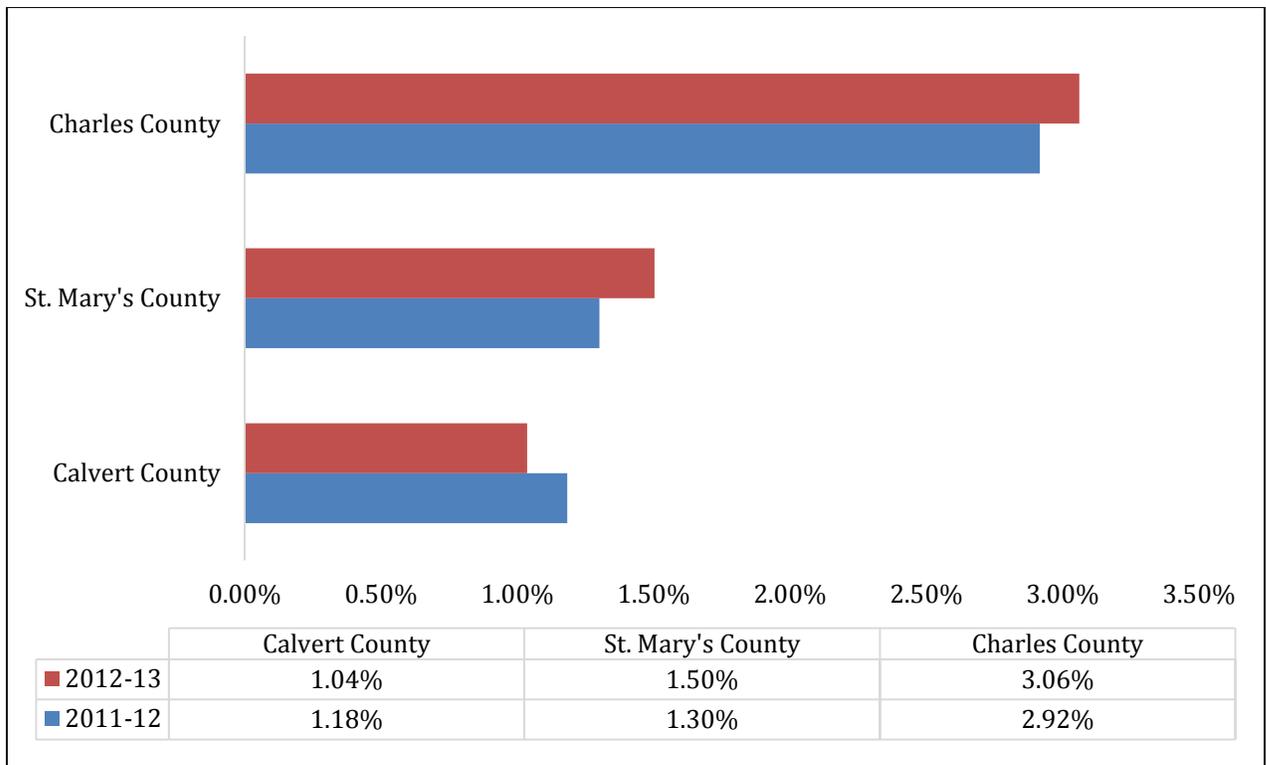
The fourth strategic goal area mandated by the GOC for the current needs assessment is homelessness among youth aged 14 to 25 years, not in the physical custody of a parent or guardian. This population is referred to as “unaccompanied homeless youth.”⁸ As the GOC reports, homeless youth in this age group are at high risk for disconnection from education and the labor market, for physical and sexual abuse, and mental and behavioral development issues.⁹

Exhibit 22 shows the percent of public school children in each of the three counties who were homeless in school years 2011-12 and 2012-13. The share of students is calculated on the basis of total enrollment in each school year. Calvert County saw a slight drop in this share from 2011-12 to 2012-13, whereas the corresponding rates increased for St. Mary’s and Charles counties.

⁸ See <http://goc.maryland.gov/homelessness/>.

⁹ Ibid.

Exhibit 22: Percent of Public School Children Who Are Homeless Out of Total Enrollment on September 30th of Each School Year



Source: GOC Jurisdictional Data.

2.5 Prioritization of Two Out of Four Goal Areas

The LMBs of Calvert and St. Mary's counties have prioritized two out of the four strategic goal areas described above, for their current needs assessments. Both counties have chosen to focus on the following two populations:

- Families impacted by incarceration (including incarcerated parents, their children, and caretakers)
- Disconnected youth (aged 16 to 24 not working and not in school)

The GOC has recognized that parental incarceration and its impacts on children and families is an understudied and underserved area in the State. Due to the lack of comprehensive data, it has been challenging to identify the needs of this population, and accordingly identify better ways to serve this vulnerable group.¹⁰ Similarly, disconnected youth is a population that has not been systematically identified and prioritized by local

¹⁰ <http://goc.maryland.gov/incarceration/>.

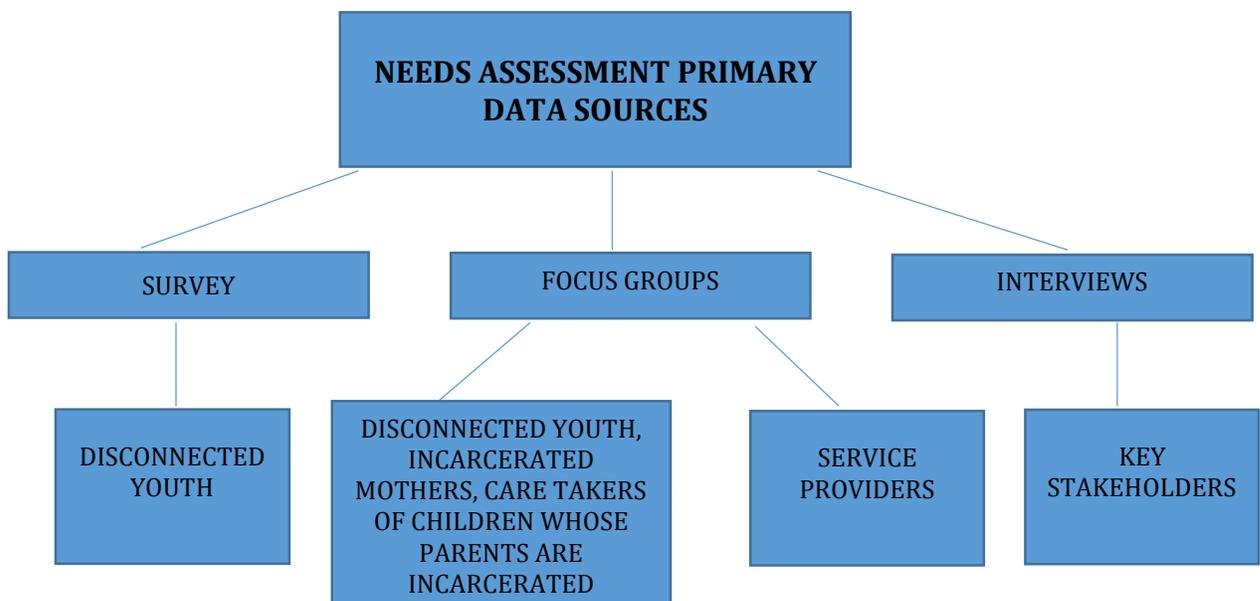
jurisdictions or continuums of care. Successful strategic planning efforts addressing the needs of these populations depend on developing mechanisms to adequately capture data at each level.

The secondary data collected from state and local agencies will serve as a baseline for comparative analyses in future years. These indicators, along with primary data collected (as described in the following chapters), will serve as a framework for data-driven community planning to address the specific needs of disconnected youth and families impacted by incarceration in Calvert and St. Mary's counties.

CHAPTER 3 –STRENGTHS, GAPS AND NEEDS

The statistics presented in Chapters 1 and 2 relied on secondary data sources. In addition, primary data was collected, focused on three groups – key stakeholders, service providers, and client beneficiaries – to identify available services, strengths, needs and priorities in the two key areas. Three modes of data collection were used -- surveys, interviews, and focus groups. Exhibit 23 shows the various primary data sources that were used to complement the secondary data. Details on the methodology (for the focus groups and key informant interviews) are provided in Appendices B and C, respectively.

Exhibit 23: Primary Data Sources



Survey. A web-based survey (on a Survey Monkey platform) was disseminated to a convenience sample of disconnected youth aged 16 to 24 in Calvert County and St. Mary’s Counties. A draft survey instrument was developed by the IMPAQ team, and revised based on feedback from the Local Management Boards (LMBs) and other key stakeholders.

Focus Groups. The IMPAQ team coordinated and conducted a series of focus groups of clients and service providers that were aimed at gathering feedback about services received, and identifying needs of individuals and families, and gaps in services. Clients included incarcerated mothers and disconnected youth at the Calvert County Detention Center, as well as caregivers of children whose parents are incarcerated. The IMPAQ team developed semi-structured focus group guides to prompt the discussion. These guides were approved and finalized by the LMBs.

Key Informant Interviews. To complete the primary data collection, the IMPAQ team interviewed key agency leaders to gain further insight on services and gaps. The interview questions focused on the state of services in the community, needs of the key populations, and ideas for the expansion or creation of services and programs.

3.1 Snapshot of Community Strengths

Because of time constraints, the IMPAQ team was able to reach many, but not all service providers. Our analysis of community strengths is limited to those focus groups and interviews conducted over a short period of time in April, 2016. A broader needs assessment could capture a more comprehensive view of community-wide strengths and needs. Highlights from our primary data collection are summarized below.

Service Coordination

Providers in most focus groups mentioned that Calvert County has a history of sustainable leadership and that agencies have dedicated staff with high levels of institutional knowledge. These providers have decades of experience coordinating with each other formally within the Continuum of Care and other coordinating entities such as the Local Coordination Team and Calvert County Homeless Board. Informally, providers make referrals to clients based on their knowledge of and relationships with other agencies.

Service Provision

- Multiple service providers and clients noted that food assistance is widely available through 22 food banks spread throughout the County.
- While gaps exist in addressing behavioral health issues, mental health and substance abuse service options have expanded within the last 5 years.
- The library is a core resource for individuals and families throughout the County. Library staff are invested in providing referrals and references to all, and are very interested in providing relevant supports for disconnected youth and families impacted by incarceration. The new reading program within the Detention Center is an asset to incarcerated parents and their children.

3.2 Findings on Needs and Priorities from the Disconnected Youth Survey

Disconnected youth, by definition, represent a difficult population to identify and engage. As such, the IMPAQ team coordinated with 12 service providers throughout Calvert and St. Mary's Counties to identify youth for participation in the online survey (on a Survey Monkey Platform). The purpose of the survey tool is to gauge youth perspectives related to their needs and experiences with county services.

IMPAQ developed a draft survey instrument, and revised it based on feedback reviewed from the LMBs and other stakeholders. The final survey instrument consisted of 21 questions covering both demographic characteristics of participants, services received, and needs. The first two questions were *screening* questions to identify disconnected

youth between the ages of 16 and 24 – (1) Are you currently working or in school, and, (2) Are you between the ages of 16 and 24? Only individuals who responded “No” to the first question and “Yes” to the second question completed the remainder of the survey. Of the 59 individuals that responded the survey as of May 6, 2016, 21 disconnected youth aged 16 to 24 years living in Calvert County completed the survey. A full list of survey outreach partners and the survey instrument is provided in Appendix A.

3.2.1 Demographic Profile of Survey Participants

Exhibit 24 depicts a profile of Calvert County survey respondents across a range of demographic characteristics.

Exhibit 24: Profile of Survey Participants

Characteristic	Percent
Gender	
Male	48
Female	44
Transgender	8
Race and Ethnicity	
White/Caucasian	64.3
Black/African American	17.9
Hispanic/Latino	0
Asian/Pacific Islander	7.1
Other	10.7
Marital Status	
Single	85.7
Married	3.6
Cohabiting	10.7
Have Children	
Yes	21.4
No	78.6
County of Residence	
Calvert	80
St. Mary’s	12
Charles	4
Other	4

Note: Percentages were computed based on individuals who provided valid answers to each question.

3.2.2 Services Received and Gaps in Services

Exhibit 25 shows the various types of services received by disconnected youth respondents. The first column lists the broad service category. Where applicable, the second column presents examples of service components that were aggregated to make up the particular service category. The third column presents the percentage of responses to each service category.

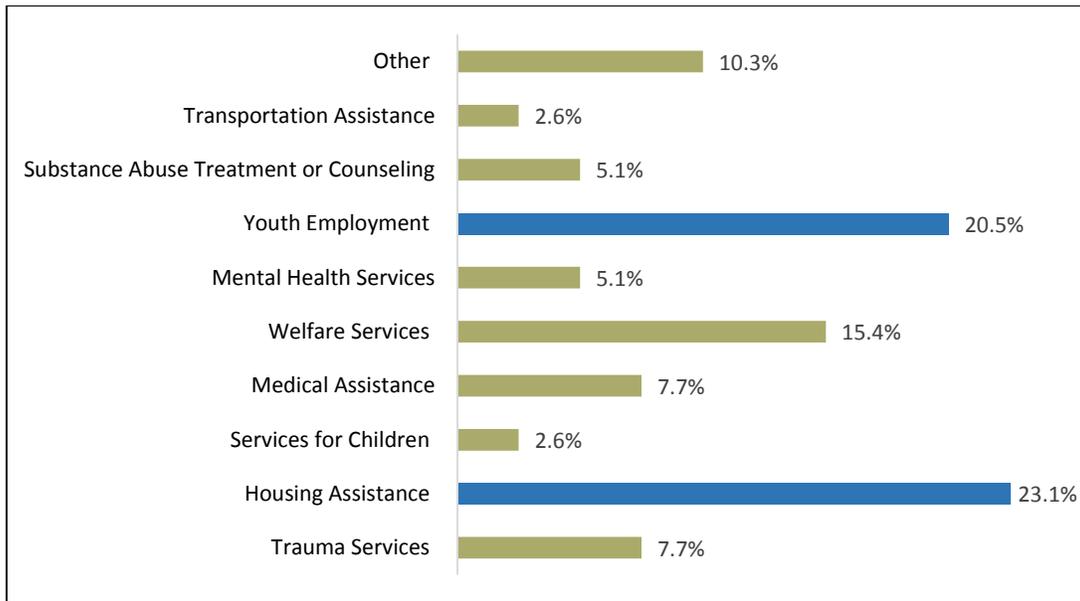
Youth surveyed had received the most services in the categories of Trauma, Housing and Shelter, and Services for Children. Ten percent of disconnected youth surveyed have received medical, food, and cash assistance.

Exhibit 25: Services Received by Disconnected Youth

Service Category	Service Components	Percent that Received Service
Trauma Services	Domestic Violence, Child Protection, Crisis Intervention, Family Therapy, Bullying	12.5
Housing and Shelter	Emergency Shelter, Transitional, Permanent, Rental, Housing Counseling	12.5
Services for Children	Kindergarten Enrollment, Child Immunizations, Prenatal Care, Child Care, Home Visiting	12.5
Medical Assistance		10
Food and Cash Assistance	Food Assistance, Unemployment Benefits, Temporary Cash Assistance	10
Mental Health Services		7.5
Youth Employment	Job Preparation, Job Training, Mentoring	7.5
Substance Abuse Treatment or Counseling		5
Foster Care or Kinship Care		5
Transportation Assistance		2.5
Other	Financial Planning, Legal Aid, Case Coordination, Juvenile Services, etc.	15

Exhibit 26 shows the percentage of respondents who needed services, but were unable to obtain them. In all but one service category (Foster Care or Kinship Care), at least one respondent reported needing, but not receiving services. The greatest unmet need reported was for housing, followed by employment.

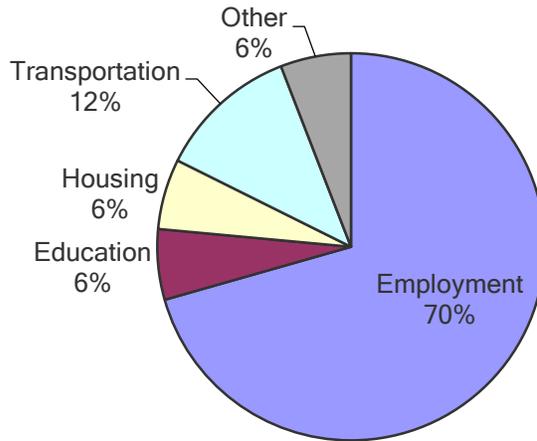
Exhibit 26: Needed but Unable to Receive Services



3.2.3 Needs of Disconnected Youth

Survey respondents were asked about their current needs, and to pick their biggest immediate need. The majority of respondents (70%) reported employment as their biggest unmet need. They also identified transportation, housing, and education as major needs.

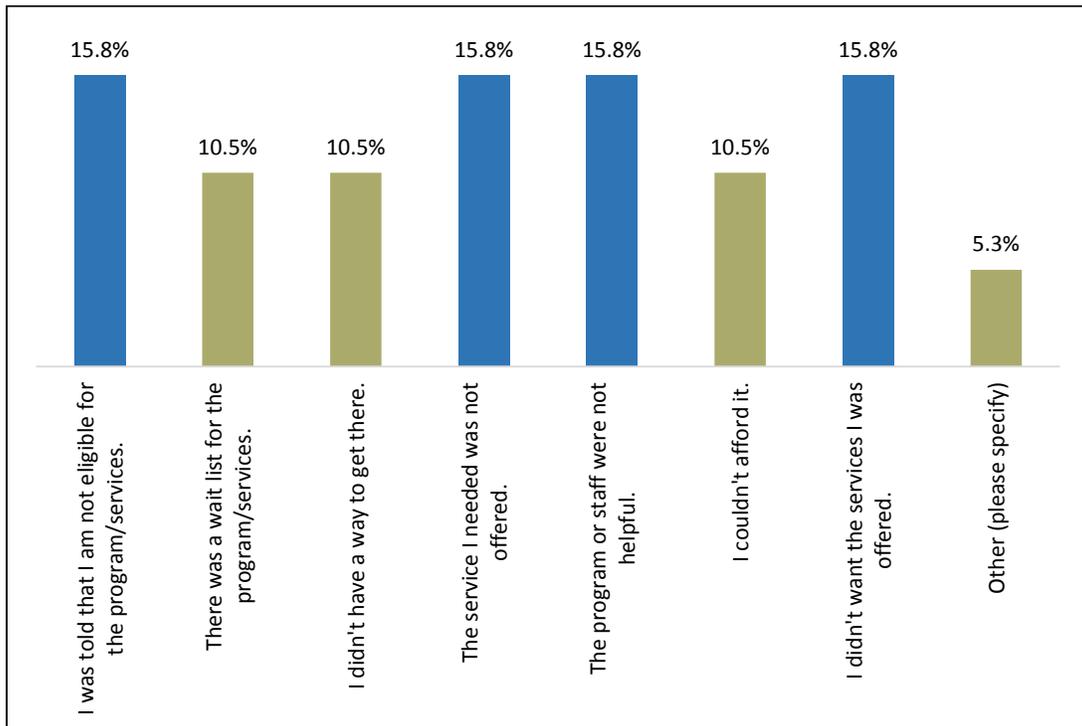
Exhibit 27: Needs of Disconnected Youth



3.2.4 Barriers to Receiving Services

Disconnected youth were asked about barriers that impeded them from successfully accessing needed services. As shown in Exhibit 28, lack of service eligibility, lack of service availability, lack of helpfulness of program staff, and lack of interest in offered services were reported most often by responding disconnected youth. In a follow-up question, nearly 31 percent of respondents stated that they had to wait longer than six months to obtain services.

Exhibit 28: Reason for not Receiving Services



Survey respondents were asked about barriers to enrollment in education (for example, high school, college, etc.) and employment (including training). Exhibit 29 shows the barriers reported by youth when trying to access educational services. Nearly half of all respondents indicated that they could not enroll in or obtain educational services due to the cost of education, the lack of transportation, and disability or health problems.

Exhibit 29: Barriers to Obtaining Educational Services

Educational Barrier	Percent of Responses
Cost of Education	17.6
Disability or health problems (including substance use)	17.6
Lack of Transportation	14.7
Not sure what education is available	8.8
Moved from place to place before the age of 18	5.9
I do not want to go to school	5.9
Criminal record	5.9
Unable to Find or Afford Child Care	2.9
I don't know	11.8
Other	8.8

Exhibit 30 shows the typical barriers faced by youth when trying to access employment services. The biggest barrier to employment reported by respondents was a lack of available jobs. Nearly 15 percent of respondents reported a lack of transportation as a barrier. Discrimination was also reported as a barrier by disconnected youth, with 12 percent fearing discrimination from a prospective employer, and 8 percent actually experiencing it.

Exhibit 30: Barriers to Obtaining Employment Services

Employment Barrier	Percent of Responses
Lack of Jobs in the County	25.0
Lack of Transportation	14.6
Disability or health problems (including substance use)	8.3
Not sure of Jobs Available	8.3
Lack of Stable Housing	6.3
Fear of Discrimination from Employer	6.3
Recently Lost a Job	4.2
Criminal Record	4.2
Unable to Find and Afford Childcare	4.2
Experienced Discrimination from Employer	4.2
Do not want to Work	2.1
None	6.3
I don't know	2.1
Other	4.2

3.3 Focus Group Findings

The IMPAQ team coordinated and conducted a series of focus groups with clients and service providers aimed at gathering feedback about services received, identifying the needs of individuals and families, and identifying gaps in services. Each focus group lasted between 30 and 45 minutes. The IMPAQ team developed semi-structured focus group guides to prompt the discussion. These guides were approved and finalized by the LMBS. A copy of the focus group guides is provided in Appendix B.

3.3.1 Client Focus Groups

Focus groups were conducted for the following three categories of client beneficiaries:

- Incarcerated mothers,
- Incarcerated and disconnected male youth aged 18 to 24, and
- Caregivers of children enrolled in Head Start (with incarcerated parents).

The focus groups for the first two categories of incarcerated individuals took place at the Calvert County Detention Center. Three focus group sessions were conducted with incarcerated mothers, and five with disconnected youth. A focus group with caregivers of children of incarcerated parents was conducted at the Calvert County Department of

Community Resources. While incentives were not permitted at the detention center, each participant in the Head Start focus group received lunch and a \$20 Visa gift card in exchange for their participation.

Disconnected Youth

In addition to the online survey that reached a broader range of disconnected youth, IMPAQ conducted a series of 5 focus groups with male youth aged 18 to 24 at the Calvert County Detention Center. Disconnected youth that are incarcerated experience many of the same struggles as others, but have the additional barrier of criminal records that may prohibit them from receiving housing and services, as well as gaining employment post release in Calvert County.

The following themes emerged throughout these discussions:

1. Education and Job Training

There is a lack of education and job training programs within the detention center. Many youth feel unprepared for their release, as there are no reentry programs to help them as they transition. Specifically, youth were interested in GED courses, and job training in the areas of HVAC, building trades, culinary training, and cosmetology.

2. Mental Health and Substance Abuse Counseling

Many youth expressed a need for mental health and substance abuse counseling. While Calvert County Detention Center has a substance abuse treatment program (JSAP), inmates expressed that the programming offered (i.e. one hour per week) is not enough. Dismissal from the program is common. Furthermore, youth expressed having experienced barriers to treatment prior to incarceration. For example, programs rules are strict and mandate sobriety before receiving services. Additionally, the cost of assessment prior to treatment was a barrier for those with and without insurance.

3. Housing

Several youth in the focus groups had experienced homelessness prior to incarceration. While there are emergency shelter and transitional housing alternatives in Calvert County, youth expressed needing these services and not being able to receive them. For example, Safe Nights is only available on cold winter nights. Some transitional housing is conditionally available based on sobriety requirements and bed availability, for up to 3 months. The youth shared concerns about not being able to find permanent housing once released, as having a criminal record in Calvert County is a major barrier to rental housing.

Incarcerated Mothers

The IMPAQ Team conducted three focus groups with mothers in the Calvert County Detention Center. The following themes emerged:

1. Connection with Children

The resounding concern from incarcerated mothers was the lack of contact with their children and their children's caregivers. Women that are incarcerated in Calvert County Detention Center (both pre-trial and post-trial) are only allowed to visit their children "through the glass/on the phone." Additionally, the cost to make phone calls outside of the Detention Center is prohibitive. Anecdotally, we heard that the cost of making a phone call (regardless of whether it is received) is a minimum of \$7.

Many women shared personal stories of the negative effects their incarceration has had on their families and that their biggest need was to have additional contact. The women spoke highly of the reading program offered by the library, as this new program will soon allow them to send a videotape of them reading a book to their children. This program has a 10-week waitlist.

2. Lack of Services within Detention Center

There is a need for more substance abuse treatment services and family mediation services within the detention center.

3. Need for Services Upon Reentry

Women expressed similar concerns about reentry as the disconnected youth. Specifically, reentry services are needed to link them with employment, housing, mental health and substance abuse treatment upon release.

Caregivers of Children with Incarcerated Parents

The IMPAQ Team conducted a focus group with caretakers of children whose parents are or have been incarcerated. The following themes emerged:

1. Connection with Parents

Just as incarcerated mothers expressed an unmet need for connection with their children, caretakers also shared this concern. Some caretakers shared personal accounts of the toll incarceration had taken on the children in their care. One grandmother recalled that the County Detention Center had at one time allowed parent contact for babies under the age of one through a Baby Bonding program. This program is no longer available.

2. Lack of Services for Caretakers

Caretakers agreed that the services available in Calvert County are not designed for them. While there are lots of activities and programs for stay-at-

home moms in the County and school programs for children, these programs are cost prohibitive and not designed to meet their needs. Specifically, caretakers expressed a need for legal assistance (for child support cases) and affordable daycare.

3. Lack of Services for Children

Caretakers identified food assistance, counseling, and affordable school and extracurricular programming as additional needs of children in their care.

3.3.2 Service Providers Focus Groups and Key Stakeholder Interview

Five focus groups were conducted with the following groups of service providers:

- Calvert County Core Services,
- Care Net Pregnancy Center of Southern Maryland,
- Calvert County Homeless Board,
- Family Reading Program Provider at the Calvert County Detention Center, and
- Local Coordination Team.

Additionally, the IMPAQ Team conducted an interview with key stakeholder, Betsy Van Auken, Homeless Board Chair. Responses from this interview are integrated into service provider focus group findings. The following themes were identified.

Coordination

There are several existing efforts to coordinate services within Calvert County and throughout the tri-county area. For example, the Local Coordination Team and Calvert County Homeless Board each meet regularly to discuss the needs and issues of local service providers. The Calvert County Homeless Board recently engaged in a strategic planning process. Informally, service providers communicate frequently with housing and service providers in St. Mary's and Charles Counties and regularly make referrals to clients throughout the tri-county area.

- Several providers noted that agencies have strong individual leadership and are comprised of dedicated staff with little turnover.
- Many noted a need for more formal collaboration within Calvert County and throughout the tri-county area with a specific focus on addressing the needs of disconnected youth and families impacted by incarceration.
- The Department of Social Services technically administers the coordinated assessment system for the Continuum of Care. However, agencies are still conducting separate formal and informal assessments of client needs and continue to refer individuals to other agencies based on those assessments.

- Although participation and data quality has improved in the last year, there remains a lack of staff capacity with regard to agencies entering data into the Homeless Management Information System (HMIS).
- Providers recommended including disconnected youth in a coordinated strategic planning process.
- Calvert County Department of Social Services coordinates an annual Community Resources Day, in which providers assist individuals with obtaining ID cards and refer them to services.

Housing

The lack of affordable housing impacts a broad range of individuals and families in Calvert County. Service providers identified housing as a top need for disconnected youth and families impacted by incarceration. Some common themes emerged that apply to both populations:

- The Fair Market Rent in Calvert County is \$1402/month for a one-bedroom apartment. An individual working full time making minimum wage (\$7.25/hour) would make less than that; about \$1,160/month before taxes.
- There is a need for Rapid Rehousing. Community Ministry of Calvert County provides a one-month rent subsidy for individuals exiting shelters and jails, however, there is a lack of available apartments in the County. Individuals typically tend to move to St. Mary's County in order to use this subsidy.
- Strict program rules are barriers to some housing interventions in Calvert County. For example, emergency shelter, transitional housing, and recovery housing have sobriety requirements. Also, some of these programs do not allow children.

Service providers also identified barriers to housing specifically related to disconnected youth:

- Youth aging out of foster care typically find housing in Prince Georges or St. Mary's County, as there are not many options within Calvert County. The Housing Authority has a small number of Family Unification Program (FUP) vouchers that can be used for up to 18 months, however only 2 transition-aged youth have used them.
- Girls have more housing opportunities in the tri-county area than boys. Calvert County Department of Social Services (DSS) refers women and children to Angels Watch in Charles County and Safe Harbor (domestic violence shelter) in Calvert County. There are no specific housing opportunities for young males.

Service providers identified barriers to housing specifically related to families impacted by incarceration:

- Having a criminal record is a barrier to accessing rental housing. Left without options, individuals are often homeless upon release from prison. Providers noted

that this lack of reentry planning results in children falling through the cracks, as they return to the custody of their parents once released.

- Multiple service providers remarked that there are no options for individuals released from incarceration with sex offenses.

Behavioral Health Services

Providers in Calvert County refer clients to other counties for services including trauma-informed care, treatment for serious mental illness, behavioral health care for co-occurring disorders, family mediation, and treatment for sex offenders. Many expressed a desire to prioritize the development of wrap-around services for both disconnected youth and families impacted by incarceration. Lack of funding and political will for these investments were common concerns.

Mental health and substance abuse treatment services have expanded during the last 5 years in Calvert County. However, some current barriers were identified:

- Calvert County is a federally designated Health Professional Shortage Area (HPSA) in the area of mental health. Providers indicated that it has been challenging finding Psychiatrists to work in the County.
- Inpatient services and treatment classes are not covered by private insurance. The Health Department does not accept private insurance for some services. Furthermore, disconnected youth and individuals exiting incarceration are likely to not have insurance.
- There is a lack of coordination between medical and behavioral health treatment providers.
- Opioid use (including heroin) is a growing phenomenon and there is a lack of treatment alternatives available in the County.

Specific Services for Families Impacted By Incarceration

As in most counties, agencies and organizations have no official way to identify or reach children impacted by incarceration. Providers felt that sometimes children are not aware that their parent is incarcerated and that the stigma around incarceration is a barrier to community integration.

Many shared their perspectives of the detrimental impacts mandated separation between parents and children have on families. Providers recommended various visitation alternatives, family mediation, counseling, and additional parenting class alternatives during and post-incarceration.

Employment

Providers identified employment as top need for disconnected youth and families impacted by incarceration. Some thought that the lack of available jobs was the biggest problem. Others pointed to a variety of available service industry jobs that offer wages far below what is needed to live in Calvert County. Most noted that having a criminal record in Calvert County is a major barrier to accessing employment. Several service

providers noted the End Hunger culinary training and recommended developing additional job training programs in the County.

Transportation

The issue of transportation came up in every focus group and interview in Calvert County. Residential and commercial areas within Calvert County are widely spread out. Given the high socio-economic status of most residents in comparison to other Maryland counties, state funding for public transportation is limited. Each county has a separate bus service with few routes and infrequent stops. Service providers are unified in their understanding that this is a barrier for disconnected youth and families needing to access services. Service providers recommended that Calvert County invest in programs such as Partners in Care, Southern Maryland Rides, or Cecil County's taxi voucher program.

CHAPTER 4 – RECOMMENDATIONS FOR ADDRESSING NEEDS

4.1 Addressing Gaps in Existing Data

As in most counties, agencies and organizations have no official way to identify or reach children impacted by incarceration or disconnected youth. A comprehensive, strategic community planning process could consider the following alternatives to addressing these gaps.

1. Review the Children of Incarcerated Parents Bill of Rights set of principles and recommendations addressing the needs of children with incarcerated parents.¹¹
2. Develop a Youth Point-in-Time Count with methodology to identify disconnected youth or add survey questions to the broader mandatory HUD Point-in-Time Count. Note: This would only identify disconnected youth that are experiencing homelessness according to HUD's definition (and not include those that are couch surfing).
3. Work with DSS to adapt the coordinated assessment system using a tool like the VI-SPDAT so that all individuals requesting mainstream and homeless services are screened to identify disconnected youth.¹²
4. Explore the creation of better systems to collect and maintain data on currently and formerly incarcerated individuals, and those on parole or probation. Data could identify demographic subgroups within this population such as by age, race, gender, parental status, and zip code of residence. For better identification of needed services and improved provision of services, it would be helpful to collect and maintain information in a systematic way on substance abuse, mental health and co-occurring disorders experienced by these individuals.

4.2 Cross-County Collaboration

While efforts to coordinate services exist on a broader level, these efforts are not specific to disconnected youth and families impacted by incarceration. One outcome of a community strategic planning process could be to establish coordinating bodies to systematically address the needs of these populations. In order for this to be successful, these planning bodies should include key leadership, service providers, and disconnected/formerly disconnected youth, and families that have been impacted by incarceration.

¹¹ For more on the Children's Bill of Rights, visit www.sfcipp.org

¹² http://www.orgcode.com/wordpress/wp-content/uploads/2015/05/SPDAT_v4_Release.pdf

1. A Tri-County Youth Advisory Board inclusive of youth service providers, disconnected youth, and formerly disconnected youth could act as an advisory entity for strategic planning related to disconnected youth.
2. A Tri-County Task Force addressing reentry issues could act as an advisory entity for strategic planning related to families impacted by incarceration. Lessons learned from St. Mary's County Care Coordination group, Juvenile Drug Court Team, and Pupil Services Team could share lessons learned with Calvert and Charles Counties. (I.e. The St. Mary's Detention Center is working with DSS to support inmates in completing paperwork to enroll in Medicaid upon release.)
3. An online conduit using technology involving doctors and service providers would be a way to build linkages with fewer resources than in-person meetings.
4. A resource guide/asset map of services available in each county could be developed to form a shared understanding of current services available in each county.

4.3 Early Intervention/Prevention

There was widespread interest in developing school-based interventions for at-risk youth long before they become 'disconnected.' Key stakeholders and service providers noted that there are indicators at very young ages (i.e. experience of trauma, mental health issues, having an incarcerated parent, school absence, homelessness, etc.) Community-wide strategic planning is needed to identify and implement relevant evidence-based practices.

4.4 Specialized Services

Possession of drugs with the intent to distribute remains the most common reason people in Maryland are sentenced to state prison.¹³ Anecdotally, we heard from incarcerated individuals and a range of service providers that substance abuse is a major contributing factor to the rate of incarceration in Calvert County. Many focus group respondents discussed the phenomenon of opioid use. Although the number of services available to address substance abuse and mental health within Calvert County has grown, it is widely agreed upon that more services are needed. Specifically, there is a need for specialized services including trauma-informed care, treatment for serious mental illness, behavioral

¹³ https://www.washingtonpost.com/local/md-politics/drug-crime-is-no-1-reason-offenders-in-maryland-are-sentenced-to-prison/2015/07/29/fc66b268-361e-11e5-9d0f-7865a67390ee_story.html

health care for co-occurring disorders, family mediation, and treatment for sex offenders. Further strategic planning is needed to determine potential policy options and solutions around this issue.

4.5 Employment

Employment is a key area of need for both disconnected youth and formerly incarcerated individuals. Community planning should take into consideration the following recommendations.

1. Research indicates that participating in prison education and training programs lowers the chances of re-incarceration and increases the likelihood of securing employment.¹⁴
Providing sector-specific education and training — starting in prison — for jobs in high-demand industries such as information technology can help parents develop the skills necessary to resume their role as providers, while reducing their likelihood of returning to prison. Calvert County should advocate for Maryland to take advantage of the newly raised threshold for funding prison education programs under the federal Workforce Innovation and Opportunity Act. This funding could be used to develop opportunities for education and employment within Calvert County Detention Center.
2. Develop a tax incentive for companies that are meeting the needs of the current local job market.

4.6 Housing

Children with incarcerated parents are at a greater risk of homelessness throughout the U.S. and also within Calvert County.¹⁵ The IMPAQ team learned that many of the disconnected youth in detention had previously experienced homelessness, and are concerned about returning to homelessness once released. A community planning effort should consider the following strategies to address housing needs of each population.

1. Programs such as Community Ministry of Calvert County that offer rent subsidies could develop relationships with property owners to assist disconnected youth and formerly incarcerated persons with finding housing.
2. The U.S. Department of Housing and Urban Development's public housing regulations place no restrictions on residents based on criminal records.¹⁶ Work

¹⁴ Davis, L. M., Bozick, R., Steele, J. L., Saunders, J., & Miles, J. N. V. (2013). *Evaluating the effectiveness of correctional education: A meta-analysis of programs that provide education to incarcerated adults*. Santa Monica, CA: Rand Corporation. Retrieved from www.rand.org/pubs/research_reports/RR266.html

¹⁵ 31. Princeton University. (2013, March). *Paternal incarceration and child homelessness* (Fragile Families Research Brief, No. 48). Retrieved from <http://fragilefamilies.princeton.edu/sites/fragilefamilies/files/researchbrief48.pdf>

¹⁶ Legal Action Center. (2014, July). *National blueprint for reentry: Equal opportunity housing for people with criminal histories* (2nd ed.). New York, NY: Author. Retrieved from <http://lac.org/wp-content/uploads/2014/07/Reentry-Blueprint- Housing-Final-2014-08-14.pdf>

with the Housing Authority to ensure that no blanket ban has not been exercised at the local level that prohibits formerly incarcerated persons to access public housing.

3. Agency leaders expressed a need for harm reduction programs, because services and shelter throughout the continuum are conditional on sobriety. One low-cost alternative is for agencies to consider adapting program models towards a harm reduction approach. Federal and foundation funding streams are now prioritizing programs that offer a harm reduction approach (such as Housing First), as they have proven to be cost-effective for jurisdictions and consistently demonstrate better outcomes for vulnerable populations.

4.7 Transportation

The issue of lack of transportation came up in every focus group and interview. This is clearly a barrier on many levels for disconnected youth and families impacted by incarceration. Service providers recommended that the counties invest in programs such as Partners in Care, Southern Maryland Rides, or Cecil County's taxi voucher program.

4.8 Increasing Family Connections

The trauma of being separated from a parent, along with a lack of sympathy or support from others correlates to children's mental health issues, such as depression and anxiety, and hamper educational achievement.¹⁷ The most recurring concern expressed by incarcerated mothers and their service providers was the lack of contact with their children. Women that are incarcerated in Calvert County Detention Center (both pre-trial and post-trial) are allowed to visit their children only "through the glass/on the phone." Furthermore, the cost to make phone calls outside of the Detention Center is a barrier. A strategic planning process should include research on best practices to determine next steps.

1. Develop a coordinating entity to notify local service providers when a parent is incarcerated so they can follow up with families.
2. Develop visitation policies that allow children to maintain relationships with their parents (including providing transportation and family friendly visiting centers, or offering videoconferencing).¹⁸

¹⁷ *Parental incarceration and child wellbeing: An annotated bibliography*. Boston, MA: The Sills Family Foundation. Retrieved from http://johnjayresearch.org/pri/files/2012/03/Annotated-bib-with-coveragepage_WEB-version.pdf. And, Wildeman, C., & Western, B. (2010). And, Travis, J., Western, B., & Redburn, S. (Eds.). (2014), pp. 270–273. And, Federal Interagency Working Group for Children of Incarcerated Parents. (2013, June). *Promoting social and emotional well-being for children of incarcerated parents*. Washington, DC: Author. Retrieved from <https://csgjusticecenter.org/wp-content/uploads/2013/06/Promoting-Social-and-Emotional-Well-Being-for-Children-of-Incarcerated-Parents.pdf>

¹⁸ For more information on FamilyWorks, visit www.osborneny.org/programs.cfm?programID=11

CHAPTER 5 – RECOMMENDATIONS FOR COMMUNITY PLANNING

5.1 Identifying Key Stakeholders for Participation

A successful community planning process will depend on meaningful, collaborative participation from a broad range of agency leadership, service providers, disconnected or formerly disconnected youth, and family members that have been impacted by incarceration. Representatives from existing coordinating entities would be critical to develop a comprehensive plan including:

Calvert County

- Local Coordination Team
- Calvert County Homeless Board
- Core Services
- Calvert County Interagency Council for Children & Families
- Calvert County Stepping Up Committee

St. Mary's County

- Recovery Court
- Juvenile Drug Court Team
- Inter-Disciplinary Team
- St. Mary's Homeless Services Board
- Childcare Advisory Council
- St. Mary's County Public Schools Pupil Services Team

Tri-County

- Charles, Calvert, and St. Mary's Continuum of Care (CoC)
- Charles, Calvert, and St. Mary's Local Management Boards

5.2 Review of Needs Assessments

The Needs Assessment conducted by the IMPAQ team provides baseline data on indicators for comparative analysis in future years, along with a snapshot of needs and gaps in services as identified by clients, service providers, and key leaders. The community planning process will take a deeper look into those needs and gaps identified within seven working groups:

- Coordination
- Housing
- Behavioral Health Services
- Specific Services for Families Impacted by Incarceration
- Employment/Education
- Transportation
- Funding

5.3 Community Plan Development

The Community Planning Implementation Contractor will conduct research on best practices in communities of similar size and scope and guide each working group through a process of developing action strategies. The contractor will work with the Funding Working Group to identify feasible funding alternatives at the local, state, and federal levels.

Together, the contractor and each working group will map out a plan for action using the Results Accountability Framework as well as develop a Report Card to track progress over the long run. At a minimum, the plan will include action steps along with designated entities/leaders within the counties to address each working group area for disconnected youth and families impacted by incarceration.

The process of developing the community plan will take approximately six months. It will be critical to gain commitment to plan implementation in the early stages of development, as leadership will be needed throughout the process, and again to assess progress towards achieving each goal.

APPENDIX A – SURVEY OUTREACH PARTNERS

- Lexington Park Library
- Three Oaks
- Walden Sierra
- Tri-County Council for Southern Maryland
- Jobsource
- St. Mary's County Public Schools/Judy Center
- The Mission
- Project Echo
- Safe Nights
- Calvert County Library
- Calvert Mentoring Partnership

APPENDIX B – FOCUS GROUP GUIDES

Questions for Service Providers

1. From your perspective, what are the greatest challenges facing disconnected youth/families impacted by incarceration in Calvert/St. Mary's County?
2. What are key strengths your agency/program contributes towards addressing these challenges?
3. What barriers do clients face in accessing the services that your agency provides?
4. Can you tell us about some gaps that exist in addressing these challenges at the system level?
5. If you had access to unlimited funding, what programs/services would you develop or expand in Calvert/St. Mary's County?

Questions for Disconnected Youth (at Calvert County Detention Center)

1. Do you feel like there are programs or people here that help you? If so, what are they?
2. What do you like about the programs here?
3. Do you feel like your education and job-training needs are being met? Why or why not?
4. What do you not like about the programs here?
5. If you could change anything about the services here, what would it be?
6. What services do you think you will need when you are released from detention?
7. Before coming here, were there programs or people that helped you? If so, what were they and how were they helpful?
8. Did you ever have a hard time getting the help you needed? What happened?
9. Are there other programs you wish were available in the county?

Questions for Incarcerated Mothers (at Calvert County Detention Center)

1. Do you feel like there are programs or people here that help you? If so, what are they?
2. What do you like about the programs here?
3. Have the literacy programs here helped you and your family?
4. Is your family receiving services in the county while you are in detention?
5. What do you like about these services/ programs?
6. What do you not like about them?

7. If you could change anything about the programs available to your family in the county, what would it be?
8. Are there other programs you wish were available for you right now?
9. What programs or services do you wish were available for your children right now?
10. What is it that you and your family need most right now?

Questions for Caregivers of Children with Incarcerated Parents

1. How has Head Start been helpful for your child while the child's parent(s) is incarcerated?
2. What do you like about the programs in the county?
3. As a caregiver, do you feel like your needs are being met? Why or why not?
4. Are there programs that you didn't like or didn't work for you and your family?
5. If you could change anything about the programs here, what would it be?
6. Have you ever had a hard time getting the help or services that you needed in the county? What happened?
7. Are there services or programs you wish were available in the county?
8. What does your child need most right now?
9. What do you, as a caretaker need most right now?
10. Since your child's parent has been incarcerated, has your child needed more support at home or school? Has s/he been able to get that support?
11. What services do you think children of incarcerated parents need most right now?