



# 12-TO-24 COLLABORATIVE REPORT

## RECOMMENDATIONS OF THE STEERING COMMITTEE

To Frederick County Organizations  
Engaged with the 12-to-24 Collaborative

### SUMMARY

- 1 Organizations within Frederick County have displayed interest and engagement to support the formation of a collective impact network, to be called the 12-to-24 Collaborative.
- 2 A charter for the Collaborative should be made ready for signing by the end of Fall 2024 to create a framework of operations for the collective impact network.
- 3 All interested nonprofit organizations that serve emerging adults in Frederick County should be invited to sign the charter.
- 4 Among the primary purposes, the charter should authorize representatives of the Collaborative to engage in fundraising outside of Frederick County using the list of member organizations as a component of the case for support.
- 5 The Steering Committee endorses the final reports of the Data Sharing Workgroup and the Service Mapping Workgroup and submits their recommendations for implementation by the Collaborative.
- 6 The Steering Committee welcomes the creation of an interim Youth Council through the efforts of the Youth Council Workgroup and recommends that the Youth Council be represented in the governance of the Collaborative and have input into the regranting to members of the Collaborative of funds raised by the Collaborative.

# INTRODUCTION & BACKGROUND

*A Steering Committee was formed to help plan two public gatherings of youth serving organizations held at Hood College in April and June 2023. These events focused attention on the needs of emerging adults ages 12-to-24 in the aftermath of the COVID-19 pandemic.*

The gatherings followed on the release of earlier reports concerned with how emerging adults were encountering gaps in services: the final report of the Frederick Downtown Safety & Services Initiative<sup>1</sup> and the reports regarding a possible new youth center in the City of Frederick<sup>2</sup>. The earlier reports all suggested the need for a focused initiative to improve life outcomes for emerging adults.

The two events at Hood College launched an effort to create a collective impact network under the banner of, “the 12-to-24 Collaborative.” Over 100 nonprofit, public sector, and other organizations sent representatives to both gatherings. At the conclusion of the June event, all participants were invited to volunteer on any of five workgroups to address the following possible components of the Collaborative. Each of the workgroups listed below attracted between 20 and 30 volunteers. This was a promising indicator of broader engagement in creating a collective impact network.

**1 HUB BUILDING**

Serve the needs of young and emerging adults in Frederick County through a “hub and spokes” model.

**2 YOUTH COUNCIL**

Give young and emerging adults a voice and represent the needs of the 12-to-24 demographic.

**3 SERVICE MAPPING**

Investigate the opportunities of a service map to assist with service navigation.

**4 DATA SHARING**

Recommend a system for sharing data and other information about services among the organizations in the network.



<sup>1</sup>Frederick Downtown Safety & Services Initiative

[www.frederickdssi.org](http://www.frederickdssi.org)



<sup>2</sup>Reports Regarding a New Youth Center

[www.aushermanfamilyfoundation.org/Full-Report-Youth-Center](http://www.aushermanfamilyfoundation.org/Full-Report-Youth-Center)

**5 WORKFORCE DEVELOPMENT**

The City of Frederick was selected as one of 16 sites nationwide for a technical assistance program of the U.S. Department of Labor, “Good Jobs, Great Cities,” that focuses on expanding work opportunities for young people. The local team from the Good Jobs, Great Cities program agreed that they would constitute a fifth Workforce Development Workgroup for the Collaborative.

With the launch of the five workgroups, the Steering Committee transitioned into a new role providing coordination and oversight for the groups. All workgroup facilitators served on the Steering Committee. The Steering Committee also agreed to add additional members to represent various perspectives. When this report was drafted, the Steering Committee consisted of the following individuals:

- Leigh Adams, *Ausherman Family Foundation*
- Brandon Chapman, *Youth Advocate*
- Chris Colville, *YMCA of Frederick County*
- Ramenta Cottrell, *City of Frederick Housing and Human Services*
- Lynn Davis, *Frederick County Public Schools*
- Elizabeth Day, *The Community Foundation of Frederick County*
- Erik Devereux, *Consultant affiliated with Hood College*
- Maria Fahnstock, *Frederick County Public Schools*
- Diana Fulchiron, *The Community Foundation of Frederick County*
- April Lee, *Lee Building Cleaning*
- Ericka Rohrbaugh, *City of Frederick Housing and Human Services*
- Denise Rollins, *Whole Heart Center*
- Gayon Sampson, *City of Frederick Office of the Mayor*
- Shelly Toms, *Frederick County Government Office for Children & Families*
- Aaron Vetter, *City Youth Matrix*
- Kathryn Vicere, *Ausherman Family Foundation*
- Ashley Waters, *City of Frederick Housing and Human Services*
- Raymond Whiten, *City of Frederick Housing and Human Services*
- Amy Wilkinson, *Heartly House*
- Caylee Winpigler, *Ausherman Family Foundation*

The following report summarizes the work of each of the workgroups, led by Steering Committee members. Their efforts have advanced the goal of establishing a Youth Center in Frederick County and have shown engagement and interest across a variety of stakeholders. The report concludes with a series of recommendations about the formation of a collective impact network.



# STEERING COMMITTEE PROCESS

## MONTHLY MEETINGS

The Steering Committee met monthly on July 6, August 3, September 12, October 23, November 29, and December 18. These meetings included reports from the five workgroups as well as discussion of core issues such as public branding and communications for the Collaborative. The Steering Committee also provided oversight for the survey of organizations.

## SURVEY OF ORGANIZATIONS

All five workgroups participated in developing and deploying a comprehensive survey of organizations conducted online from October 13 to November 2, 2023. In the first section of the survey, organizations answered questions about their programs and the locations that they offer their programs. Then, there were five other sections of questions that were relevant to each of the workgroups. The survey request was sent to 103 organizations. Ultimately, 74 separate organizations submitted at least one response to the survey. A few organizations submitted more than one response because they house distinct programs that had different answers to various survey questions. Table 1 lists the 74 organizations that responded.

The Steering Committee interprets the high response rate (74 of 103 organizations) and the high survey completion rate (93% among all responses) as additional positive indications of engagement in the launch of the Collaborative. Each of the five main sections of the survey asked the responding organization to indicate their likelihood of engaging with that purpose of the Collaborative on a score from 0 ("very unlikely") to 100 ("very likely"). Table 2 presents the percentage of the responding organizations that gave a score of 71 or higher for each purpose.



Table 1: Organizations Responding to the 12-to-24 Collaborative Survey

Aavanee	Heartly House
Advocates for Homeless Families	Helping Hands Global
American Red Cross	Hood College NeighborHOOD Counseling Training Center (NCTC)
Angel Fund	Housing Frederick
Asian American Center of Frederick	Hugh O'Brian Youth Leadership Maryland
Blessings in a Backpack	I Believe In Me
Blue-Collar Project	Islamic Society of Frederick
Boys and Girls Club of Frederick Maryland	Keep Still Cares Foundation
Center for Adoption Support and Education	Lead4Life Inc
Centro Hispano de Frederick	Lee Building Maintenance
Child Advocacy Center of Frederick County	Literacy Council of Frederick County
Children of Incarcerated Parents Partnership	Living Well Youth Works
City of Frederick Housing Authority	Love For Lochlin Foundation
City of Frederick Parks and Recreation	Maryland Ensemble Theatre
City of Frederick Police Department	Mental Health Association of Frederick County
City Youth Matrix	Phoenix Foundation of Maryland
Coalition for a Healthier Frederick County	Planned Parenthood of Maryland
Community Living	SHIP of Frederick County
Cunningham Falls and Gambrill State Parks	Spanish Speaking Community of Maryland
Each 1 Teach 1	Spectrum Support Inc.
Empowering Community Leaders Network, Inc	Steadfast, Standing Firm Against Youth Homelessness
Farm to School Frederick	Story Tapestries
Frederick Book Arts Center	The Arc of Frederick County
Frederick Community College	The Delaplaine Arts Center
Frederick County 4H Therapeutic Riding Program	The Frederick Center
Frederick County Building Industry Association	The Frederick Children's Chorus
Frederick County Chamber of Commerce	The Parent's Place of Maryland
Frederick County Gov't Dept. of Social Services	ThorpeWood
Frederick County Gov't Division of Housing	Transit Services of Frederick County
Frederick County Gov't Health Department	Trauma Responsive Frederick
Frederick County Gov't Office of Children & Families	UNESCO Body and Mind Wellness
Frederick County Gov't Parks and Recreation	United Way of Frederick County
Frederick County Gov't Public Libraries	Urbana STEM (Science, Technology, Engineering, Math, Mindfulness)
Frederick County Gov't Workforce Services	YMCA of Frederick County
Frederick Health Hospice	Young Life
Frederick Steppers Youth Group	Zero to Three
Get Kids Outside	
Girls on the Run of Mid & Western Maryland	

Table 2: Survey Results for Likelihood of Engaging Each Collaborative Purpose

PURPOSE	PERCENT WITH SCORE 71 - 100
Hub Building	51%
Youth Council	61%
Data Sharing	69%
Service Mapping	73%
Workforce Preparation in the Hub Building	70%*

\*Among survey respondents that offer workforce services.

Table 2 indicates that the majority of organizations surveyed wish to engage with three of the core purposes: the Youth Council, data sharing, and service mapping. The lower percentage of engagement for the hub building largely reflects whether or not a responding organization already has space from which to operate.

All five workgroups received detailed survey data to assist with their respective efforts. The survey data is available on the website and by request.

## WORKGROUP REPORTS

### DATA SHARING WORKGROUP

The Data Sharing Workgroup submitted a report with recommendations to the Steering Committee after a final workgroup meeting on December 12, 2023. The report is contained within this full report. The Steering Committee endorses the recommendations related to creating a data sharing process for the 12-to-24 Collaborative through the services of the Data Driven Frederick Center at Hood College.

### SERVICE MAPPING WORKGROUP

The Service Mapping Workgroup submitted a report with recommendations to the Steering Committee after a final workgroup meeting on December 6, 2023. The Steering Committee endorses the recommendations related to designing and operating a public-facing service map that will assist individuals and families with navigating to services provided by organizations within the Collaborative.

### YOUTH COUNCIL WORKGROUP

The Youth Council Workgroup successfully developed a charter for an interim county-wide Youth Council and solicited nominations to fill the Council for service in 2024. Ultimately, the interim Youth Council will approve a final version of its charter and create a process for selecting members to serve on the permanent body. The Youth Council Workgroup provided the Steering Committee with a report summarizing its accomplishments and plans.

### HUB BUILDING WORKGROUP AND WORKFORCE DEVELOPMENT WORKGROUP

The Hub Building Workgroup is awaiting the final transfer of the physical facility to the City of Frederick, input from the forthcoming Youth Council, and further analysis of the survey responses. The location of the Hub Building is also building synergy with the surrounding area with the appointed Youth Council and building design informing the development of South-End Park.

### WORKFORCE DEVELOPMENT

The Workforce Development/Good Jobs, Great Cities Workgroup is following a fixed curriculum and technical training schedule for the year ending July 2024. The Hub Building and Workforce Development will continue to coordinate closely with other components of the 12-to-24 Collaborative.



## RECOMMENDATIONS

*The Steering Committee is putting forth some recommendations about how a collective impact network could form and operate in Frederick County. Below are the list of recommendations.*

- 1 Nonprofits and youth serving organizations alike have shown a clear interest in coming together to improve outcomes for emerging adults in the Frederick community.**

As noted above, evidence of this engagement includes the attendance at the two public gatherings hosted by Hood College, the level of volunteering for service on the workgroups, information gathered from the survey of organizations, and the reports submitted by several of the workgroups. Launching the Collaborative will be the next step in a carefully navigated pathway toward creating a collective impact network with the potential to improve outcomes for emerging adults in Frederick County.

- 2 A charter should be drafted to formalize and provide guidance to the creation of a collective impact network, known as the 12-to-24 Collaborative.**

As quickly as possible, Steering Committee members will meet to draft an outline for the Charter. Once the Charter is drafted, Steering Committee members will meet with community members and key stakeholders to share the 12-to-24 Collaborative Charter. After a series of community conversations, the formal Charter signing will be held.

- 3 All interested organizations that serve emerging adults in Frederick County should be invited to sign the charter.**

The signed Charter will include a wide range of organizations to represent the 12-to-24 Collaborative. Organizations are welcome to sign the Charter at any time. The Charter serves to formally outline the parameters and benefits of being a part of the 12-to-24 Collaborative including support from the Youth Council and access to funding raised on behalf of the Collaborative.

- 4 Among the primary purposes, the charter should authorize representatives of the Collaborative to engage in fundraising outside of Frederick County using the list of member organizations as a component of the case for support.**

One imperative for the Collaborative is to grow the resources available within Frederick County for addressing the needs of emerging adults. Having an extensive list of organizations in an active collective impact network will strengthen the overall case for support, making it possible for the Collaborative as a whole to attract funding from the State of Maryland, the federal government, and major national foundations. The Collaborative will grow and thrive if it proves capable of performing this fundraising function that brings additional resources back to Frederick County which can then be regranted to member organizations to support their programs and services.

- 5 The Steering Committee endorses the final reports of the Data Sharing Workgroup and the Service Mapping Workgroup and submits their recommendations for implementation by the Collaborative.**

Both reports make it clear that participation in data sharing and the service map will be *optional* for the members of the Collaborative. There will be specific benefits from participation that should create positive incentives for member organizations to share their data and to keep their information updated in the service map.

- 6 The Steering Committee welcomes the creation of an interim Youth Council through the efforts of the Youth Council Workgroup and recommends that the Youth Council be represented in the governance of the Collaborative.**

The Steering Committee suggests that one or two voting positions in the governance of the Collaborative be reserved for representatives of the Youth Council. The Youth Council could be empowered to review proposals for funding as part of a regranteeing process and perhaps be allocated a share of the available funds to regrant on its own. The Steering Committee endorses these and other ways to fully empower the Youth Council to be actively involved in the Collaborative.

## CONCLUSION & NEXT STEPS

*The 12-to-24 Collaborative is ready to be launched provided that a critical number of organizations are willing to sign a charter document. Once the Collaborative is launched, there are some possible next steps to be taken under the leadership of the governance of the Collaborative. These steps include the following.*

- A charter for the Collaborative should be written to include the following principles:
  - That signing the charter will add the name of the signing organization to a publicly posted list of Collaborative members (on websites, etc.) and allow the Collaborative to reference that list when fundraising outside of Frederick County.
  - This Charter outlines the management structure and the ways in which the Youth Council is assisted and supported by the management structure.
  - That the Youth Council will be given a budget to regrant money to nonprofit's of its choosing.
  - That members of the Collaborative have the option of sharing data about their services and receiving reports about the shared data, and to participate in a public-facing service map to assist with service navigation.
- The Hub Building Workgroup could be reconstituted as an official advisory committee appointed by the mayor of The City of Frederick. This panel should include designated members from the Youth Council and from the governance of the Collaborative. The hub building formally will be a facility of The City of Frederick. By appointing the official advisory committee, the mayor can strengthen the role of various outside organizations and the Collaborative in the management of the building.
- The current Youth Council Workgroup will need to be included in the governance of the Collaborative. The interim charter for the Youth Council specifies that there will be a limited number of advisors appointed to assist the Council. Other members of the current workgroup may want to continue their service in addition to those advisors.
- A host organization must be located to house an office for the Collaborative. Eventually, depending on fundraising outcomes, that same organization could host one or more paid staff to serve as the backbone for the Collaborative.
- Philanthropies and other funders active in Frederick County should ensure that they do not reduce their grants to nonprofits that receive funding through the Collaborative. The goal is to grow the pool of resources for addressing the needs of emerging adults; that goal requires that existing funding streams remain in place.

The path toward creating the 12-to-24 Collaborative began with widespread recognition that emerging adults in Frederick County are struggling in the aftermath of the COVID-19 pandemic. The Collaborative is poised to assist with responding to the needs of the 12-to-24 demographic by harnessing the combined resources of many dedicated organizations in Frederick County. As this process moves forward, the Steering Committee thanks everyone involved for their service on this effort and emphasizes that the real work is to improve the well-being and life outcomes of our future – those young people who will be the next generation to work and have families here, and otherwise contribute to a thriving Frederick County.



# RECOMMENDATIONS OF THE DATA SHARING WORKGROUP

## SUMMARY

- 1 Member organizations of the Collaborative should be encouraged, but not obligated, to share summary data about services provided in Frederick County.
- 2 Data sharing should launch on a semiannual frequency with a goal of eventually achieving a quarterly frequency.
- 3 Only those members of the Collaborative that elect to share data should be eligible to receive detailed reports, custom reports, and access to the aggregated summary data. The Collaborative should publish annual summary reports to the community.
- 4 The Collaborative should create a standard template for reporting summary data with an emphasis on standard U.S. Census demographic categories and with inclusivity regarding gender and sexual identity.
- 5 The Michael S. & Marlene B. Grossnickle Young Data Driven Frederick Center at Hood College should provide the platform to be used to share data within the Collaborative.
- 6 Funds will need to be found to support regular reporting to the Collaborative based on the shared data.
- 7 Additional attention should be given to locating or developing a secure platform for sharing data about specific individuals for the purpose of improving the continuum of care offered emerging adults.

## INTRODUCTION & BACKGROUND

*The Data Sharing Workgroup formed to answer questions about how the 12-to-24 Collaborative could collect and share data, and what the benefits nonprofits could receive from sharing data.*

The following people volunteered to be a part of the Data Sharing Workgroup and came to meetings held between June and December 2023:

- Amanda Adams, Child & Adolescent Coordinator, Frederick County Health Department
- Grace Bates, Office Manager, Children of Incarcerated Parents Partnership
- Suzi Borg, Crisis Services Director, Mental Health Association of Frederick County
- Avi Burstein, COO, Center for Adoption Support and Education
- Tom Clingman, YMCA of Frederick, YMCA Of Frederick County
- Lynn Davis, Supervisor of Mental Health Services, Frederick County Public Schools
- Kris Fair, Executive Director, The Frederick Center
- Cindy Freeman, CEO/ Executive Director, Spectrum Support
- Sharee Hidalgo, McKinney Vento Liaison, Spanish Speaking Community of Maryland
- Jillian MacMaster, Community Outreach Manager, Delaplaine Arts Center
- Rachel Mandel, Consultant, Rachel Mandel MD Consulting LLC
- Samantha Manganaro, Partner, Campen & Manganaro
- Tiana Massaquoi, Co-Founder, Keep Still Cares
- Melissa Muntz, Executive Director, SHIP of Frederick County
- Sharon Oshai, Data Science and Analytics Specialist, Asian American Center of Frederick
- Brook Schmidt, Deputy Director of Programs & Quality, Parents Place of Maryland
- Shelly Toms, Director, Frederick County Office for Children & Families.

David Gurzick, Director of the Delaplaine School of Business and the founder of the Michael S. & Marlene B. Grossnickle Young Data Driven Frederick Center at Hood College, along with Erik Devereux, Senior Executive in Residence at Hood College, facilitated the Workgroup.



### The Workgroup adopted the following mission to complete during its period of service:

*The Data Sharing Workgroup seeks to achieve the routine sharing of summary data about services among the members of the Collaborative. The Workgroup's recommendations will include standard definitions for demographics, a common set of data components, a cycle for the members of the network to provide their most recent summary data, and standards for participation and accountability in this effort. Analysis of the data will provide insights into the continuum of care for the needs of emerging adults in Frederick County and inform changes to policies and practices within the Collaborative that will enhance the well-being of those 12 to 24 years old and their families. With the discretion of the Collaborative, the data also may be used to support a public-facing dashboard that conveys information about the well-being of emerging adults.*

The following report explains how the Workgroup accomplished its mission through holding a series of meetings to discuss data sharing and participating in a comprehensive survey of organizations.

# WORKGROUP PROCESS

## WORKGROUP MEETINGS

The Data Sharing Workgroup held five meetings to address its mission and prepare this report on July 26, August 14, September 20, November 17, and December 12, 2023. The Workgroup did not meet in October but reviewed a draft of the survey of organizations, provided suggestions regarding final edits to the instrument, and added to the distribution list for the survey, before the survey launched on October 13. The facilitators consistently sent invitations to attend Workgroup meetings to everyone who initially volunteered in June regardless of actual attendance at the meetings.

Conversations at the earlier Workgroup meetings focused on the time cycle for data sharing and the possible types of data to be included in such sharing. A consensus emerged around sharing data on a semiannual (two times per year) cycle and around following standard U.S. Census definitions to guide the sharing of demographic data. The Workgroup also discussed the many hurdles to be overcome for the organizations within the Collaborative to share data about specific individuals. Ultimately, being able to share individual information would contribute to improving the continuum of care and should remain an important goal for the future.

Later Workgroup meetings discussed the findings from the survey, and standards for participation and accountability. The facilitators sent the first draft of this report to the Workgroup for discussion at the meeting of November 17. The Workgroup members then had the opportunity to suggest edits to the report before it was reviewed in detail on December 12. A final draft was circulated to the Workgroup for comment before being sent to the Steering Committee.

## SURVEY OF ORGANIZATIONS

All five workgroups participating in developing the 12-to-24 Collaborative contributed to the creation and deployment of a comprehensive survey of organizations conducted from October 13 to November 2, 2023. A separate section within the survey instrument focused four topics related to data sharing:

- The likelihood of the responding organization collecting demographic data on persons served that included race, ethnicity, economic status (employment, income, savings), age, housing arrangements, food security/insecurity, access to healthcare, and education.
- The likelihood of the responding organization providing summary data on an annual, semiannual, quarterly, or monthly time cycle.
- The completeness of electronic records for case management/client services.
- The likelihood of the organization participating in data sharing as part of the Collaborative.

The survey request was sent to 103 organizations. Ultimately, 74 separate organizations submitted at least one response to the survey. A few organizations submitted more than one response because they house distinct programs that had different answers to various survey questions. Table 1 lists the 74 organizations that responded<sup>1</sup>.



### Collection of demographic information.

Table 2 presents a summary of responses regarding the collection of core demographic information about the population served by the responding organizations. Nearly all the respondents collect data on age, race, and ethnicity, the respondents are somewhat less likely to collect data on housing arrangements, food security/insecurity, access to healthcare, or education. Please note that the survey did not ask about sex/gender data.

Table 2: Survey Results for Collection of Demographic Data

DEMOGRAPHIC FACTOR	LIKELY TO COLLECT	VERY LIKELY TO COLLECT
Age	28%	54%
Race	25%	42%
Ethnicity	27%	41%
Economic Status	20%	29%
Education Level	33%	27%
Housing	21%	24%
Healthcare Access	23%	17%
Food Access	20%	16%

<sup>1</sup>See pg. 5 to view Table 1

Table 3: Survey Results for Likely Participation in Data Sharing by Time Cycle

TIME CYCLE FOR DATA SHARING	LIKELY TO PARTICIPATE	VERY LIKELY TO PARTICIPATE
Annually	35%	55%
Semiannually	37%	28%
Quarterly	16%	14%
Monthly	9%	3%

Time cycle for providing summary data. As expected, the longer the proposed time cycle for submitting data, the higher the likelihood is that organizations reported they could reliably participate. Table 3 summarizes this result. The Data Sharing Workgroup would like to encourage more frequent data sharing to provide an opportunity for additional internal feedback within the Collaborative about the collective impact of the network.

**Completeness of electronic records.**

The average response for completeness of electronic records was 75%, meaning that on average each organization has electronic documentation of at least three quarters of its case management or other service provision to individuals and families. This is a strong number indicating that it is reasonable for most organizations within the Collaborative to have the capacity to share aggregate data in electronic form without requiring data entry tasks specifically for this purpose.

**Likelihood of sharing data with the Collaborative.**

The specific question on the survey asked each respondent to select a score from 0 (“very unlikely”) to 100 (“very likely”) to indicate the likelihood of the organization sharing data with the Collaborative. The average score was a 75 out of 100. Looking at a more fine-grained level, Table 4 presents the percent of survey responses in units of 10 on this factor:

Table 4: Survey Results for Overall Likelihood of Participating in Data Sharing

RESPONSE RANGE	PERCENT
91 - 100	30%
81 - 90	20%
71 - 80	19%
61 - 70	11%
51 - 60	3%
0 - 50	13%

Table 4 strongly suggests that most of the organizations are interested and engaged in sharing data with the collaborative, with just 13% of responses at below 51 on the question. The Data Sharing Workgroup interprets this result as a strong endorsement of moving forward with some form of data sharing and reporting within the Collaborative.

## DRAFTING OF THE REPORT

The two Workgroup facilitators – David Gurzick and Erik Devereux – wrote an initial draft of this report and circulated it to the members in advance of the November 17 meeting. Those attending the November 17 meeting suggested several changes including the language regarding inclusivity regarding data pertaining to gender and sexual identity. A new draft was sent to the Workgroup before the meeting on December 12 and the Workgroup went through that draft in person to approve the final version. The entire Workgroup was provided one more opportunity to review the final draft before the document was transmitted to the Steering Committee.





# RECOMMENDATIONS

The Data Sharing Workgroup presents the following recommendations:

**1 Member organizations of the Collaborative should be encouraged, but not obligated, to share aggregate data about services provided in Frederick County.**

Conversations with the Workgroup and the survey results suggest there is considerable overall interest in sharing summary data about services provided to emerging adults. Such data sharing will need to be voluntary and encouraged through various positive incentives including access to reports.

**2 Data sharing should launch on a semiannual frequency with a goal of eventually achieving a quarterly frequency.**

Although the organizations that responded to the survey indicated a preference for sharing data annually, the Collaborative will need to provide more frequent reports if it is to encourage efforts related to collective impact. The Workgroup feels that asking for semiannual data is a reasonable request. Eventually, the Workgroup hopes that a data-centric culture will develop within the Collaborative that will encourage sharing data on a quarterly basis.

**3 Only those members of the Collaborative that elect to share data should be eligible to receive detailed reports, custom reports, and access to the aggregated summary data. The Collaborative should publish annual summary reports to the community.**

As a way to manage the “free rider problem,” the Workgroup recommends that getting access to detailed reports and data will require actively participating in data sharing. This norm of data sharing is similar to what nonprofits provide to funders in their grant applications and follow up reports. The Workgroup strongly recommends using positive incentives such as access to data as a way to encourage participation. Organizations that are not members of the Collaborative should have access to annual summary reports that are published publicly.

**4 The Collaborative should create a standard template for reporting summary data with an emphasis on standard U.S. Census definitions of demographic categories and with inclusivity regarding gender and sexual identity.**

The survey suggests that the majority of organizations that might share data already are collecting these demographic factors about their service populations. By aligning a standard template with the U.S. Census definitions, the Collaborative can match reports from its data with Census data about Frederick County.

This standardization of definitions may assist with identifying gaps in the collective efforts of the Collaborative. The survey did not specifically ask if organizations are collecting data about gender and sexual identity. As this process moves forward, the Workgroup encourages that attention is given to this aspect of the data.

The Workgroup also encourages the organizations in the Collaborative to share data about the intensity of services such as by tracking the number of hours per case or service activity. This will enable reports on total hours of services the Collaborative provided in each time period.

**5 The Michael S. & Marlene B. Grossnickle Young Data Driven Frederick Center at Hood College should provide the platform to be used to share data within the Collaborative.**

Data Driven Frederick is preparing to launch a web platform that will allow any organization to create an account and upload files (PDFs and data spreadsheets). The platform is highly secure and also complies with ADA guidelines for access. The Collaborative will not need to budget for this aspect of data sharing.

**6 Funds will need to be found to support regular reporting to the Collaborative based on the shared data.**

Whether subsequent data analysis and reporting occurs through Data Driven Frederick or through some other service provider, the Collaborative must be prepared to support the cost of such work. The Collaborative can use a “pay-as-we-go” model for funding this work – meaning that the level of analysis and reporting can be calibrated to the available resources.

**7 Additional attention should be given to locating or developing a secure platform for sharing data about specific individuals for the purpose of improving the continuum of care offered emerging adults.**

Ultimately, the secure and HIPAA-compliant sharing of individual data will offer tremendous advantages for ensuring that individuals of the target 12-to-24 demographic are receiving all of the services and care possible. As it stands, the member organizations in the Collaborative cannot verify that the people they serve are following up with other providers or otherwise implementing a coordinated plan for improving life outcomes.

# CONCLUSION & NEXT STEPS

Collecting, analyzing, and reporting on summary data about services for emerging adults has the support of the organizations that completed the recent survey. As the 12-to-24 Collaborative moves forward, a data collection effort should be launched with the goal of producing reports.

The immediate next steps are as follows:

- Under the governance of the Collaborative, appoint a new working group to design a data template with the Data Driven Frederick Center that may be used to collect a common set of variables from the participating organizations on a semiannual cycle. The new workgroup should include a range of organizations representing different levels of staffing for data management.
- Develop a standard report template that the Data Driven Frederick Center could use to analyze and report on the summary data.
- Create a data quality review process that among other purposes, could revise data found to contain errors.
- Determine a financial arrangement with the Data Driven Frederick Center for supporting data analysis and reporting.
- Create regular opportunities for the organizations in the Collaborative to gather to discuss the data and the reports, and contribute to future improvements in data sharing.

Data sharing can be a vital component of how a collective impact network recognizes a baseline for measuring success, tracks progress from that baseline forward, and otherwise creates feedback processes which will help the Collaborative better to support the needs of emerging adults in Frederick County. To this end, the Workgroup suggests that philanthropies and other funders in Frederick County strongly encourage the nonprofit organizations that serve emerging adults to join the Collaborative and actively participate in data sharing.



## REPORT OF THE

# SERVICE MAPPING WORKGROUP

### RECOMMENDATIONS:

- 1 The 12-to-24 Collaborative should build and maintain a public-facing multilingual service map to assist individuals and families with accessing services for emerging adults in Frederick County while allowing service providers to identify gaps in services.
- 2 Organizations that join the 12-to-24 Collaborative should be given preference to be included in the service map. Other organizations may participate at the discretion of the Collaborative, but participation in the map should be at the discretion of each organization and not mandatory.
- 3 The information in the service map should be updated annually with a goal eventually of moving to quarterly.
- 4 The publicly presented information in the map should include the date the information was last verified. No additional measures should be taken if an organization listed in the map does not verify its information in a timely manner.
- 5 Public users of the map should not have to create a login account to access and filter information. Appropriate measures should be taken in the design of the map to limit the ability of unauthorized individuals or organizations from copying the map contents without permission.
- 6 The 12-to-24 Collaborative should arrange an appropriate staffing solution to ensure that the map is maintained with quality and integrity.
- 7 The 12-to-24 Collaborative should develop and implement a process for completing the design of the map with input from families and the Youth Council and locating the funds to build the map with input from the participating organizations.
- 8 The 12-to-24 Collaborative should develop the map with an interface that emphasizes symbols, with these symbols being used consistently by other organizations in Frederick County.

## INTRODUCTION & BACKGROUND

*The Service Mapping Workgroup was formed to help investigate ways to establish a public platform of services for emerging adults in Frederick County.*

The following individuals volunteered for the Service Mapping Workgroup:

- Amanda Adams, Frederick County Health Department
- Shannon Aleshire, Mental Health Association of Frederick County
- Suzi Borg, Mental Health Association of Frederick County
- Leshia Chandler, Frederick County Office for Children & Families
- Brooke DeSantis, Love for Lochlin Foundation
- Patricia Einhorn, Children of Incarcerated Parents Partnership
- Kris Fair, The Frederick Center
- Laurie Fisher, Literacy Council of Frederick County
- Malcolm Furgol, Coalition for a Healthier Frederick County
- Vanessa Geffard, Planned Parenthood of Maryland
- Carlos Graveran, Frederick Health Hospice
- Maria Herrera, Spanish Speaking Community of Maryland, Inc.
- Jay Hessler, Frederick County Health Department
- Sharee Hidalgo, Spanish Speaking Community of Maryland
- Clifton Jackson, Living Well Youth Works
- Inga James, Heartly House
- Jessica Kajdas, Spectrum Support
- Chief Jason Lando, Frederick Police Department
- Jessica Letora, Safe Babies/Zero to Three
- Rachel Mandel, MD, Rachel Mandel MD Consulting LLC
- Jazmin Marcotte, Frederick County Department of Social Services
- Tiana Massaquoi, Keep Still Cares
- Kerry McHugh, The Helen J. Serini Foundation
- Mary Ellen Mitchell, Housing Frederick
- Barbara Pinnock, Community of Grace
- Benita Rashaw, Frederick Community College
- Ericka Rohrbaugh, City of Frederick Department of Housing and Human Services
- Stephanie Snyder, Hood College NeighborHOOD Counseling Training Center (NCTC)
- TJ Sydykov, Asian American Center of Frederick
- Tica Torres, Planned Parenthood of Maryland
- Blanka Vackova, Planned Parenthood of Maryland
- Lin Wang, Frederick County Parks and Recreation
- Sergio Washington, Frederick Community College
- Rick Weldon, Frederick County Chamber of Commerce
- Jeanni Winston-Muir, Frederick Community College

Elizabeth Y. Day, President and CEO of The Community Foundation of Frederick County, along with Diana Fulchiron, Director of Community Impact of the Community Foundation, facilitated the Workgroup.

### The Workgroup adopted the following mission statement to complete during its period of service:

*The Service Mapping Workgroup's main purpose is drafting recommendations for the implementation of a service mapping tool that consumers can use to find and access services and service providers can use for planning and collaboration. The Workgroup's recommendations will include the type and format of mapping software, the elements to be included in the map, and its framework and governance so that the tool is continually updated and maintained. More than a stagnant website, this service map is envisioned to be an integral tool in creating and maintaining a continuum of care for 12 to 24 years old that will provide support and eliminate barriers to success and wellbeing.*

The following report explains how the Workgroup accomplished its mission through holding a series of meetings to discuss data sharing and participating in a comprehensive survey of organizations.

# WORKGROUP PROCESS

## WORKGROUP MEETINGS

The Service Mapping Workgroup held four meetings to address its mission and prepare this report on August 25, September 25, November 7, and December 6, 2023 (a preliminary meeting held on August 7 was cut short by facilities issues and inclement weather). The Workgroup did not meet in October but reviewed a draft of the survey of organizations, provided suggestions regarding final edits to the instrument, and added to the distribution list for the survey before the survey launched on October 13. The facilitators consistently sent invitations to attend Workgroup meetings and all materials developed during those meetings to everyone who volunteered to serve.

At the meeting of August 25, the Workgroup briefly reviewed notes from the June forum at Hood College then discussed these items:

- Deciding between a private service map for assessing the continuum of care or a public-facing service map to enhance access to services/service navigation
- Conducting a survey of organizations in coordination with other workgroups
- Ultimately delivering a report with recommendations (this current document)
- Gathering additional information such as examples of existing service maps
- Governing the design and operation of the service map (who decides what goes into the map, who can access the information, and how to address possible concerns about privacy)
- Resources to sustain the service map.

At the meeting of September 25, the Workgroup adopted majority rule as the method for making decisions (although formal voting generally proved unnecessary). After a discussion of the forthcoming survey, the Workgroup then took the following actions:

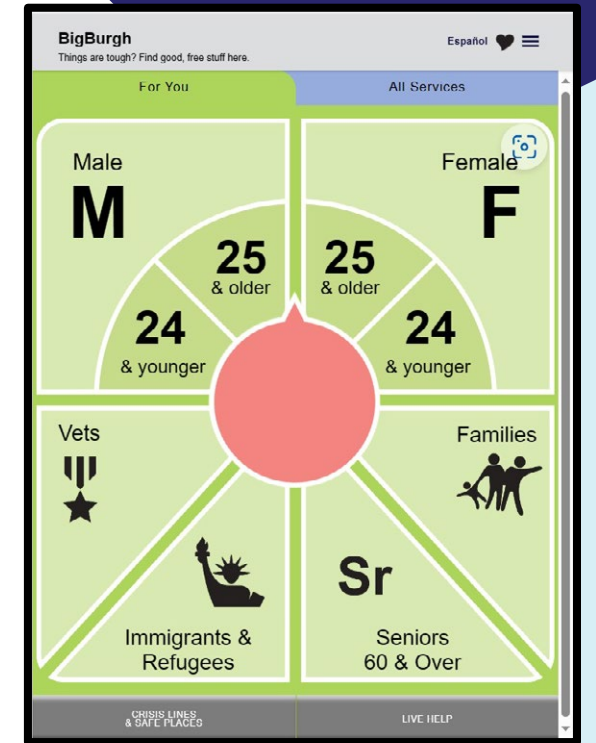
- The service map to be built will be a public-facing resource to improve access to care with the assumption that systems analysis will be conducted via the data-sharing component of the Collaborative and that information in the service map could help identify gaps in services in the continuum of care
- The dimensions to be mapped should cover core program information, type and scope of services, details on how to access services, and resources to accommodate needs such as language interpretation and privacy.
- Information in the service map will be updated annually and there will be an effort to update the map semiannually.
- The membership of organizations that are overdue updating their information in the service map will not be negatively impacted. The organization’s name will remain on the service map, but with a note of the date in which that item was last updated, so community members know the relative accuracy of that data point.

At the meeting of November 7, the Workgroup reviewed the results from the survey (more details below) and then looked at several examples of other service maps from around the U.S. Among those examples was BigBurgh ([www.bigburgh.com](http://www.bigburgh.com)) from Pittsburgh, PA (screen shot at right) that has a very intuitive graphical interface. BigBurgh was developed by Informing Design, Inc. specifically for Pittsburgh but has since been launched in Louisville, KY as well. The Workgroup noted how this interface assisted with multilingual navigation among other benefits. One issue will be addressing issues of gender identity – the binary choice on the BigBurgh map does not reference diversity in this regard.

The Workgroup discussed how filters could be used to present information on the map including a filter for when data was last updated. People accessing the map could opt to look at search results by most recent updates. The listing on the map also could declare when the data was last updated. These measures would provide incentives for organizations to keep their data as updated as possible. Following the discussion at the prior meeting of September 25, the Workgroup reiterated that it did not want any penalties taken against organizations listed on the map that were overdue in updating their information. The workgroup also identified school catchment areas and age groups as potentially important filters. At the December 6 meeting, the importance of using the same symbols in the map consistently among service providers would foster faster recognition of the meaning of some of the sections of the map.

The Workgroup also discussed in detail how to offer open access to the service map without requiring users to create login accounts while also limiting the ability of Internet “bots” to “scrape” the map data and repurpose the information without permission. Finally, there was a discussion of how over the longer term a service map could support providers.

The Workgroup decided that additional input from a series of focus groups including the 12-to-24 demographic and their families will be necessary to design a service map in Frederick County.



# SURVEY OF ORGANIZATIONS

All five workgroups participating in the 12-to-24 Collaborative contributed to the creation and deployment of a comprehensive survey of organizations conducted online from October 13 to November 2, 2023.

A separate section within the survey focused on issues related to service mapping and included the following topics:

- Participation in existing service maps
- The likelihood of the responding organization updating information for a service map on an annual, semi-annual, quarterly, or monthly time cycle
- The preferred action to take regarding a listing on the map for which information was outdated
- The likelihood of the organization participating in a service map as part of the Collaborative

The survey request was sent to 103 organizations. Ultimately, 74 separate organizations submitted at least one response to the survey. A few organizations submitted more than one response because they house distinct programs that had different answers to various survey questions. Table 1 lists the 74 organizations that responded.

**Participation in existing service maps.**

Just ten of the 74 responding organizations identified being a part of an existing service map. Four of the ten listed the 211 Maryland website which is operated by the Maryland Information Network, a state-wide nonprofit that coordinates 211 call centers across Maryland and is maintained in partnership with the Mental Health Association of Frederick County and other local call centers. All other service maps listed were specific to Frederick County, including three organizations that identified their own websites as offering listings of related service providers.

**Time cycle for updating information in the service map.**

Table 2 presents the results of asking the organizations about their likelihood of updating information on the service map by time cycle. As expected, the more frequent the cycle the lower the likelihood of participation in that cycle. There is a noticeable drop in the likelihood of participating when going from semiannual to quarterly updating. The Workgroup reads this result as favoring a semiannual cycle at least in the first stages of operating a new service map.

Table 2: Survey Results for Likely Updating of the Service Map by Time Cycle

TIME CYCLE FOR UPDATE	LIKELY TO PARTICIPATE	VERY LIKELY TO PARTICIPATE
Annually	25%	59%
Semiannually	39%	38%
Quarterly	27%	29%
Monthly	13%	11%

**Preferred action to take regarding overdue updates for the service map.**

The survey asked respondents to choose among four exclusive options regarding what action to take when a specific organization’s information was not updated. The favored option (68% of respondents) was to move that listing to separate area of the map to indicate the information is no longer is current. Discussions among the Workgroup concluded that this option would be difficult to implement and might needlessly inconvenience public users of the map. As discussed below, the Workgroup focused on ensuring that every listing on the map included the date the information was last verified.



**Likelihood of participating in the service map.**

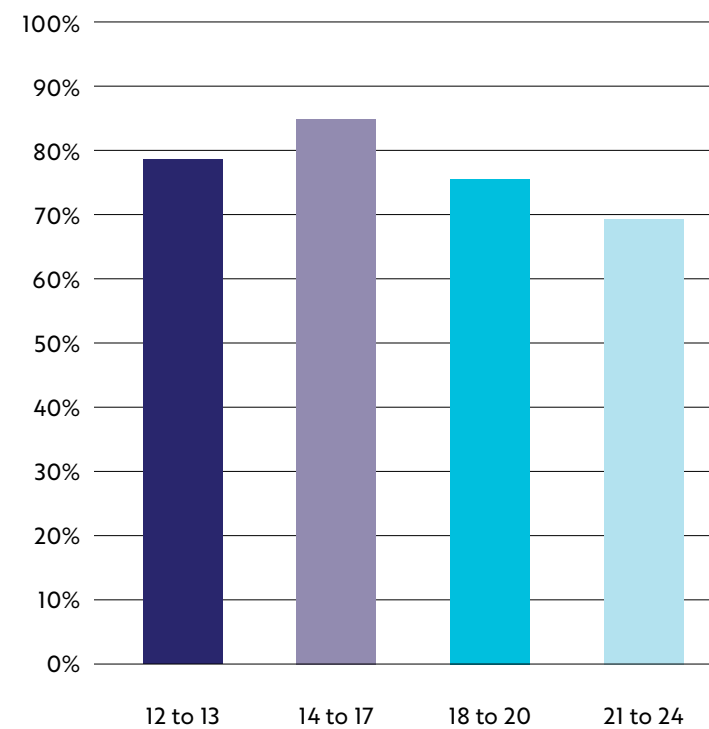
The specific question on the survey asked each respondent to select a score from 0 (“very unlikely”) to 100 (“very likely”) to indicate the likelihood of the organization participating in a new service map to be built and operated by the Collaborative. The average score was 81 out of 100. Looking at a more fine-grained level, Table 3 presents the percent of survey responses in units of 10 on this factor:

**Table 3: Survey Results for Overall Likelihood of Participating in a New Service Map**

RESPONSE RANGE	PERCENT
91 - 100	47%
81 - 90	11%
71 - 80	15%
61 - 70	3%
51 - 60	4%
0 - 50	17%

Table 3 strongly suggests that most of the organizations are interested and engaged participating in a new service map, with just 17% of responses at below a score of 51 on the question. The Service Mapping Workgroup interprets this result as a strong endorsement of the Collaborative building a new service map to assist the public with accessing vital services for the 12-to-24 demographic.

**Chart 1: Ages Survey Respondents Serve**



The chart at left indicates that across the respondents there is nearly equal attention to four distinct age groups within the 12-to-24 demographic. The chart shows that 70% or more of the respondents offer services specifically aimed at either the 12 to 13, 14 to 17, 18 to 20, or 21 to 24 age groups. The survey divided the overall demographic into these groups to mirror the structure of middle school and high school education and to comply with how the U.S. Census divides children into similar groups under the age of 18.

A concern was raised that the survey did not include Life Skills nor Financial Literacy, which are foundational skills for success among emerging adults. The Workgroup asks that these two areas be included in future surveys and in the map.

**Core information for a service map.**

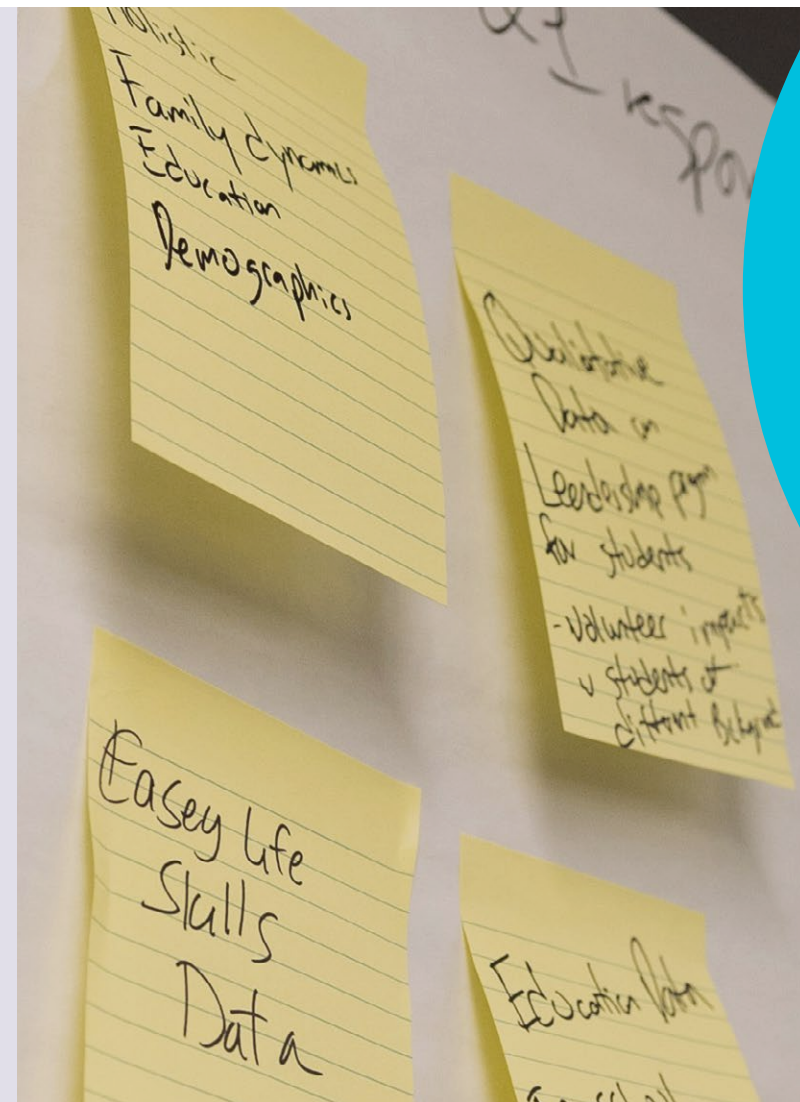
The first section of the survey asked the responding organizations to provide much of the core information necessary to build a service map. Among the data collected were locations where services are provided, service categories, and ages served. Table 4 presents the service categories represented among the respondents sorted from highest to lowest frequency:

**Table 4: Survey Results for Categories of Services Offers by Respondents**

SERVICE CATEGORY	PERCENT	SERVICE CATEGORY	PERCENT
Mentorship	37%	Housing	12%
Mental & Behavioral Health	27%	Criminal Justice Intervention	9%
Arts & Cultural Activities	26%	Language Training/ESOL	7%
K-12 Educational Supports	26%	Physical Healthcare	7%
Workforce Preparedness	24%	Victims of Violence & Abuse	7%
College Readiness	18%	Sexual Health & Pregnancy	5%
Recreation/Sports	18%	Substance Use/Recovery	5%
Food	17%	Spirituality	4%
Disability Supports	16%	Sexuality & Gender Supports	2%
Transportation	15%		

**WRITING THE REPORT**

The two workgroup facilitators, with assistance from consultant Erik Devereux, wrote the first draft of this report. The draft was sent to the Service Mapping Workgroup for comment in advance of the meeting of December 6, 2023. The Workgroup reviewed the document in detail on December 6 and made several changes and additions that are included in this version. The revised document was sent back to the Workgroup for final approval via email before being forwarded to the Steering Committee.



# RECOMMENDATIONS

The Service Mapping Workgroup has listed the following recommendations:

**1** The 12-to-24 Collaborative should build and maintain a multilingual public-facing service map to assist individuals and families with accessing services for emerging adults in Frederick County while allowing service providers to identify gaps in services.

There is a definite need for a new service map that focuses on the well-being of emerging adults. This service map will emphasize ease of finding and navigating to the desired providers across a wide range of services. As Frederick County continues to become more diverse, the map must provide information in multiple languages including Spanish.

**2** Organizations that join the 12-to-24 Collaborative should be given preference to be included in the service map. Other organizations may participate, but participation in the map should be at the discretion of each organization and not mandatory if they have not signed the Charter.

**3** The information in the service map should be updated annually with a goal of eventually moving to quarterly.

Results from the survey clearly indicate that semiannual updating of the service map is feasible but will require additional effort compared with annual updating. The Service Mapping Workgroup decided that annual updating is more realistic, with quarterly updating being ideal. The Service Mapping Workgroup recognizes the need to balance the transaction costs associated with updating the map with the need to provide the highest quality information to the public. The service map could offer “back end” login accounts to the participating organizations that would facilitate organizations updating their information at any time without going through an intermediary.

**4** The publicly presented information on the map should include the date the information was last verified. No additional measures should be taken if an organization listed on the map does not verify its information in a timely manner.

The survey clearly found that the responding organizations do not want outdated listings to be dropped from the service map. After thinking through the options in detail, the Service Mapping Workgroup prefers to offer the public a filter on any search that will present results ranked by the date the information was last updated. A listing that has not been updated according to the preferred frequency may still be perfectly valid and should not be hidden from view altogether. The Service Mapping Workgroup also prefers the simplest possible programming for the map that offers excellent functionality at lower cost.

**5** Public users of the map should not have to create a login account to access information. Appropriate measures should be taken in the design of the map to limit the ability of unauthorized individuals or organizations to copy the map’s contents without permission.

The Service Mapping Workgroup strongly believes that imposing an account login requirement on the public will interfere with use of the map for its intended purposes. After all, the public can conduct Google searches with ease. Unfortunately, there are unauthorized individuals and organizations that may try to “scrape” data from the service map without permission. This means that anyone using the public map will have to satisfy some test like a reCAPTCHA to block “bots” from getting into the system.

**6** The 12-to-24 Collaborative should arrange an appropriate staffing solution to ensure that the map is maintained with quality and integrity.

Experience among the members of the Service Mapping Workgroup strongly suggests that an automated approach to updating the service map will not keep the information current. There will need to be human resources involved with maintaining the map. Workgroup members want to ensure that adequate resources are provided to the project to sustain the service mapping tool over the long term.

**7** The 12-to-24 Collaborative should develop and implement a process for completing the design of the map and locating the funds to build the map with input from the participating organizations.

A preliminary assessment finds that the budget for building the map will be in the range of \$35,000 to \$50,000 and the annual maintenance cost for the platform will be in the range of \$8,000 to \$12,000. The cost for building the app assumes that the Collaborative would be using available software platforms. The cost of building the app can vary significantly based on the complexity of the features chosen for the app or if the Collaborative chooses to develop a proprietary software platform. These costs are separate from the human resources referenced in recommendation 6 above.

**8** The 12-to-24 Collaborative should develop the map with an interface that emphasizes symbols, with these symbols being used consistently by other organizations in Frederick County.

A user interface structured around easily recognized symbols will assist a wide range of users to access the contents of the map and overcome potential language barriers. The Workgroup notes that other organizations in Frederick have adopted consistent symbols for various purposes and the service map design should strive to use those same symbols for consistency.

# CONCLUSION & NEXT STEPS

Building and operating a public-facing service map has the support of the organizations that completed the recent survey. As the 12-to-24 Collaborative moves forward, a service map should be among its highest priorities.

The immediate next steps are as follows:

- Under the governance of the Collaborative, appoint a new working group to design the interface for the service map including the data that the map will offer users and effective search and filtering capabilities. The new workgroup should include emerging adults and families as central voices in the design process.
- Publish an RFP to various technical service companies to build the service map either on an existing platform that can be customized or on a new platform.
- Acquire the initial data for the service map (some of which already is available through the survey) and populate the first version of the map.
- Include Life Skills and Financial Literacy on the map and any future surveys.
- Open the map for beta testing and comment by the organizations in the Collaborative.
- Embed access to the map in the Collaborative’s new website.
- Publish and promote the map to the public including through search engine optimization.
- Determine a staffing solution for maintaining the map in the future.
- Avoid competing with local service providers for funding from private and governmental sources.

One of the primary benefits of a collective impact network is creating and improving a continuum of care through coordination among the member organizations. A useful service map will be a foundational element for providing information to those seeking services and information to organizations working on an impactful continuum of care for emerging adults in Frederick County.



# REPORT OF THE YOUTH COUNCIL WORKGROUP

## SUMMARY

- 1** Divided 40 volunteer participants into 3 subgroups: Promising Practices, Charter, and Engagement
  - Promising Practices Subgroup investigated different youth centers nationwide and helped to inform policies, structure, and procedures around the application, charter, stipends, and youth council responsibilities.
  - Charter Subgroup designed a charter of guiding principles to help govern the interim youth council.
  - Engagement Subgroup communicated with nonprofit organizations, drafted and published nomination and application forms, recruited Nonprofit Young Professionals to help facilitate interviews, designed social media content, and scheduled interviews.
- 2** Contributed questions to a survey sent to youth providers about how providers already and might engage with a youth council.
- 3** Built and managed a website to host information about the 12-to-24 Collaborative and its workgroups, the Youth Council process and eligibility requirements, and resources such as news articles and reports about the 12-to-24 Collaborative.
- 4** Hosted interview prep sessions for youth who were nominated or applied to the Youth Council.
- 5** Sent a Request for Proposal (RFP) out to the community to recruit help managing the 12-to-24 Collaborative and its Youth Council in 2024-2025.
- 6** Engaged a PR firm to help with promotion, via a press release and subsequent articles, radio and tv spots.

## GOAL

*To create a central decision-making body representative of young and emerging adults ages 12 to 24 in Frederick County that empowers youth to find their voice through organizing, advocacy, and community leadership.*

## TIMELINE

The Workgroup's next step is to seat the Youth Council. Below lists some of the key dates between the publishing of this report and the seating of the Youth Council.

### NOV 13–DEC 1, 2023

Nomination Forms Open

### DEC 1, 2023

Youth Council Application Opens

### DEC 6 & 7, 2023

Goodwill Hosts Interview Preparation Sessions

### JAN 2, 2024

Youth Council Applications Close

### JAN 9 & 10, 2024

Goodwill Hosts Interview Preparation Sessions

### JAN 15–JAN 26, 2024

Interviews with Youth Applicants

### JAN 29–FEB 14, 2024

Meetings Held between Interviewers to determine Finalists for the Youth Council

### FEB 6, 2024

Signed Contract With RFP Respondent To Be the Youth Council Mentor

### FEB 16, 2024

Youth Council Finalists Notified

### FEB 2024

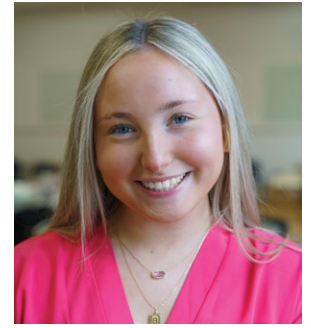
Youth Council Seated

### MARCH 19, 2024

First In-Person Youth Council Meeting

# YOUTH COUNCIL MEMBERS

Below are headshots of the seated 2024 Youth Council.



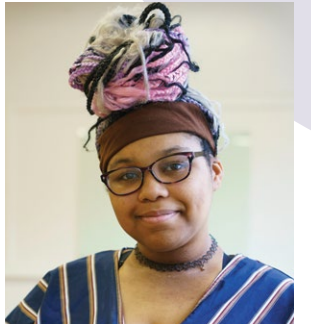
**Brooke Lieberman**  
Chair



**Thomas Evans**  
Vice Chair



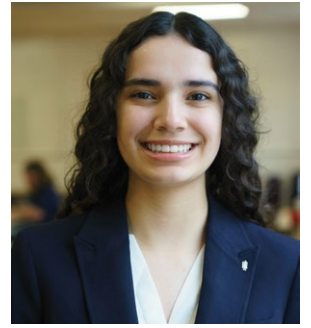
**Paolo Bonarriva**  
Peacekeeper



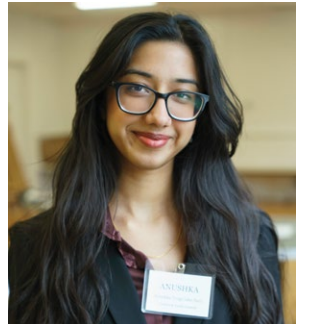
**Kiya Marshall**  
Timekeeper



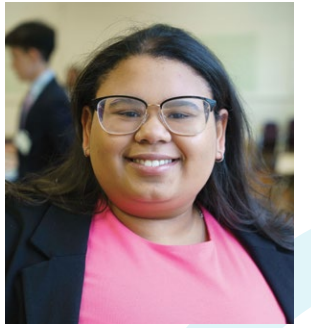
**Carter Davis**  
Secretary



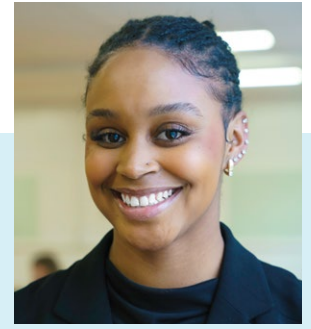
**Alaina Bowie**



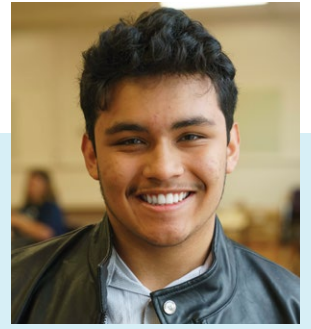
**Anushka Tyagi**



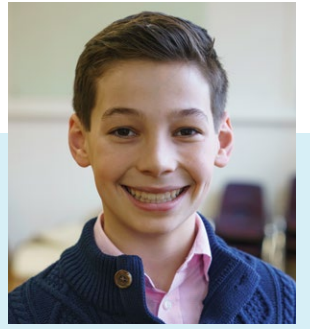
**Breanna Brea Ochoa**



**Hannah Meredith**



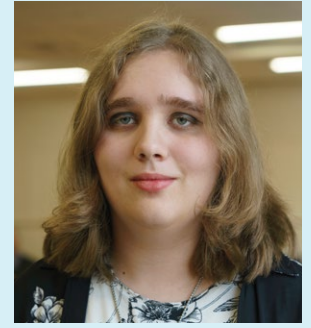
**Jose Doradea**



**Judah Shaool**



**Oluwanifise Otesile**



**Quinn Bannister**



**Rachel Spencer**



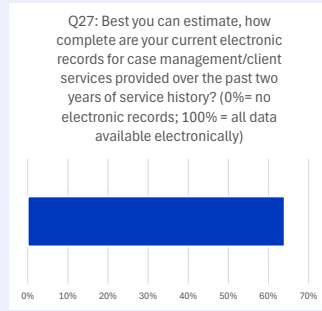
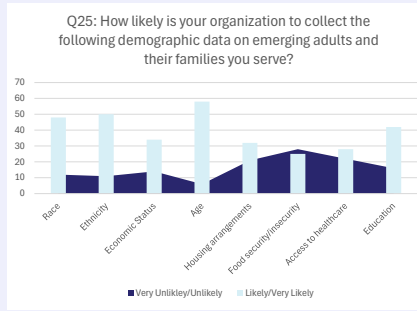
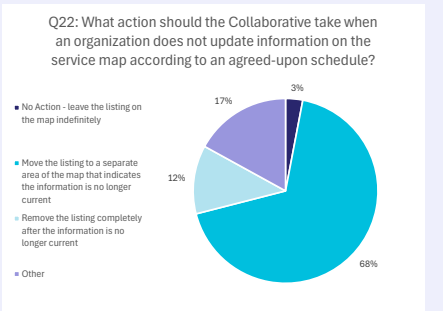
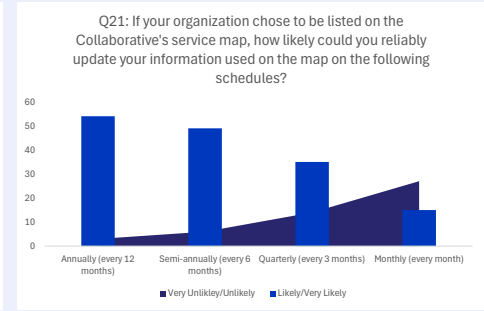
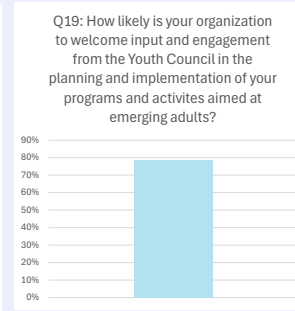
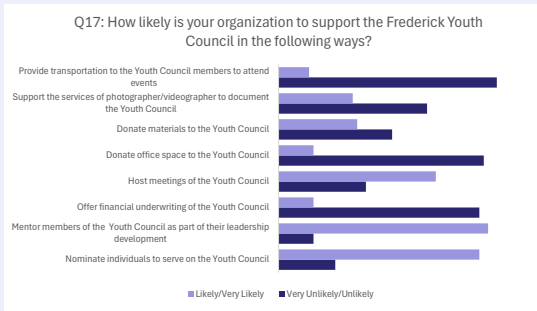
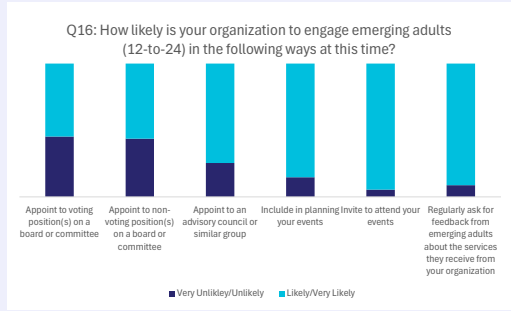
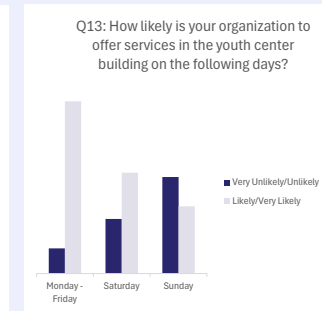
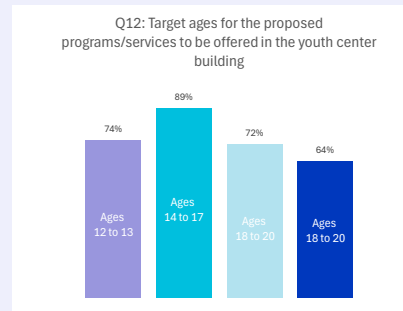
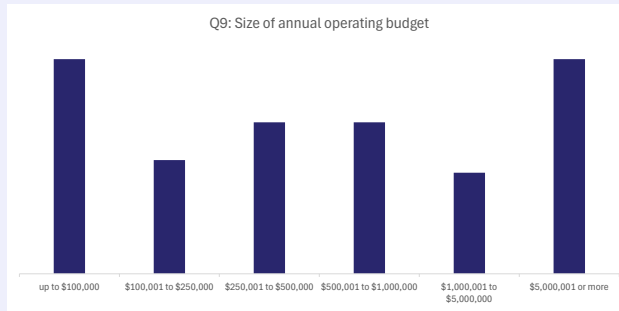
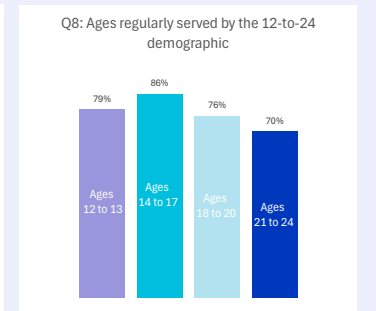
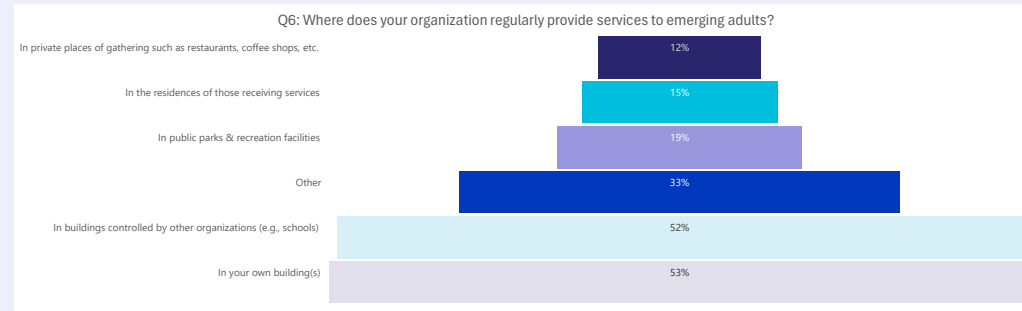
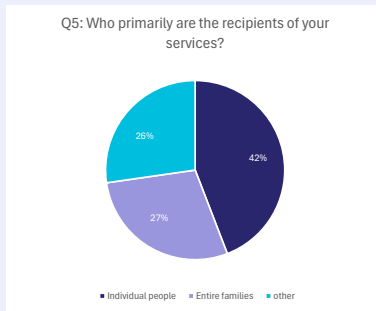
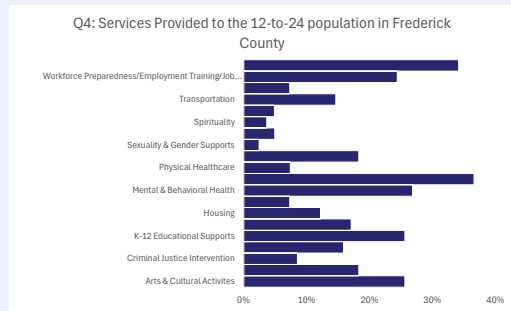
**Sydel Anku**

**15**  
YOUTH COUNCIL  
MEMBERS SEATED





# 12-to-24 Collaborative Survey Data Dashboard





# SPARKING POSITIVE CHANGE

IN FREDERICK COUNTY



12-TO-24 COLLABORATIVE

Reach out to [frederick12to24@gmail.com](mailto:frederick12to24@gmail.com)