Anne Arundel County Partnership
for Children, Youth & Families

ENOUGH Initiative
Neighborhood Action Plan
BROOKLYN PARK

FALL 2025

Contents

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> *"In Brooklyn Park we're saying ENOUGH to child poverty."*

When Governor Moore announced the ENOUGH Initiative to end child poverty, and increase economic mobility in vulnerable neighborhoods across the state, I was excited. Beginning in 2016, Anne Arundel County created Communities of Hope, built by local stakeholders, in each of four neighborhoods in the county where child poverty is high. We have been working to change the trajectory for those children and families with groups of residents and stakeholders in those neighborhoods. The ENOUGH Initiative fits perfectly with that work.

I am delighted to support the ENOUGH Neighborhood Action Plan put together by the residents of Brooklyn Park and supported by our own Partnership for Children, Youth and Families. Governor Moore has empowered Brooklyn Park neighbors to plan for what they need based on data and the voices of residents. The dollars supplied by the ENOUGH Initiative will pay for strategies attached to this plan and act as "match" to draw down other dollars to support this vital work.

In Brooklyn Park we're saying ENOUGH to child poverty. Through this Initiative, we will address underinvestment, support the wellbeing of our children and families and make sure our residents lead the way to a strong future for Brooklyn Park. I want to thank the residents, leaders and staff who poured their energy into this application to the Governor's Office for Children. While this will be the first year of implementation, we see this as a vision for our future to build wealth in Brooklyn Park. Thank you to Governor Moore, the Governor's Office for Children and all of the partners who are working to ensure Brooklyn Park is not just ENOUGH, but like the rest of Anne Arundel County is—the Best Place For All.

Sincerely,

Steuart Pittman
County Executive,
Anne Arundel County

Community Quarterback (CQ)
Leadership Structure

The Partnership for Children, Youth and Families (the Partnership) is the Local Management Board for the county and the Community Quarterback for the ENOUGH Initiative in Patapsco Park, Pumphrey and Brooklyn Park. The agency is accountable to Anne Arundel County government. The Partnership's Executive Director reports to the County Executive through the County Administrative Officer. The Partnership was established in 1996 and is a trusted collaborator in economically distressed county neighborhoods.

The Partnership's role as Community Quarterback for the ENOUGH Initiative was agreed to at a large Brooklyn Park Community of Hope stakeholder meeting on August 8, 2024, that included 45 stakeholders: residents, faith community, not-for-profits, neighborhood association representatives and environmental stewards. The Brooklyn Park Community of Hope has been an informal structure of residents and stakeholders since 2014, with the Partnership playing the role of neutral convener. Decision making has been by consensus, usually at group meetings and occasionally by electronic poll or vote. In May, after the announcement of the ENOUGH Initiative, the Brooklyn Park collaborative began working on a formal structure as follows:

- **Leadership Team:** Nine member team composed of five current/former Patapsco Park/Pumphrey/Brooklyn Park area residents and one resident youth (voting majority) and four key sector/organizational representatives. The Partnership's Executive Director acts as a neutral convener with no vote. The Leadership Team meets monthly and is convened by The Partnership staff. In the last three months, the Leadership Team has met bi-weekly.

- **Resident Council:** Led by the five residents on the Leadership Team, this group is entirely composed of community residents. They act as the "executive committee" to the work of the Leadership and Partner Teams and will have the final vote and veto of any projects proposed by the Partner or Leadership Team, as well as final approval of the Neighborhood Action Plan.

- **Partner Team:** 14 core partners from the existing Community of Hope stakeholder team enhanced by one additional partner critical to the work.

- **Youth Committee:** Executive Director of Restoration Community Development Corporation (non-profit) formed a Youth Committee who act as thought leaders, reviewers and overall youth voice for the work. The organization works in collaboration with one other neighborhood not-for-profit; City of Refuge-Baltimore, who also works with youth in the Pumphrey and Brooklyn Park communities. The Youth Committee was selected by the Leadership Team after youth were asked to submit videos. The Youth Committee selected one of their members to serve on the Leadership Team.

Leadership Team

Delegate Simmons is the representative for the area and is already a champion for those in poverty in Brooklyn Park. He brings Legislative/Policy experience and access to any required legislative action. As an African American and resident of the Patapsco Park/Pumphrey/Brooklyn Park community, he has lived experience of the historical and structural racism in play in our neighborhoods. He is also a member of the County's Food Council and a huge advocate for increased food access and decreased food insecurity.

The Community School Manager, Shelley Davenport, is experiencing the issues driving the four pillars on a daily basis. She is able to see the barriers to health and success through her work with children and their families. The Community School Manager will help connect our Needs Assessment and resulting Neighborhood Action Plan to the children and families with the least opportunity. She will also help us ensure we connect to Blueprint community school funding.

Services Navigator, Alexandria Garcia-Rodriguez Clay, is an employee of the Partnership. She is Spanish-speaking and will help us connect to the growing number of Hispanic residents, especially in the Patapsco Park/Pumphrey neighborhood. She is able to also see the barriers to health and basic needs and works with children and their families to access resources.

Dr. Shawn Ashworth is the Executive Director of our named not-for-profit, Food 4 Thought Community Outreach Services. She is a retired thirty year employee of the public school system and has spent many years as a school principal. She is highly active in her sorority, Delta Sigma Theta, and will bring her passion and community weight to the table. She is a very well known and trusted leader within the county with connections across all levels, including the public school system and county government. She understands how to organize and solicit information from residents. She has been working as a not-for-profit leader in Brooklyn Park for ten years.

Ann Heiser Buzzeli is the Community Education Program Manager at the Anne Arundel County Department of Health. She has facilitated multiple strategies in Brooklyn Park to increase food access to residents. She created and manages the Healthy Food Pantry at Chesapeake Arts Center.

Rocio Bolanos is the Latino Engagement Coordinator for the Greater Baybrook Alliance. She provides opportunities for capacity building and technical assistance to residents and organizations through participation in GBA programs and projects. She also conducts outreach at neighborhood meetings and events, recruits residents to participate in GBA events, programs, or other community development activities, as well as connecting community members to additional opportunities for advocacy through collective efficacy.

Resident Council

Decision making is led by a Resident Council including five resident members who sit on the Leadership Team and serve as the Executive Committee with final vote and veto of all ENOUGH-related projects and plans for Brooklyn Park. At every stage in this plan, from goal setting to needs assessment and action plan recommendations, residents have had the final say. They have the majority vote on the Leadership Team. These five residents offer demographic, social and economic diversity. They also represent the different neighborhoods of Brooklyn Park. They offer wider ranging skills including business acumen, civic action and representation from the Hispanic and faith communities.

- **Lawrence Blevins** - President of the Arundel Gardens Neighborhood Association, member of the Planning Advisory Board, former union member and master electrician and Chair of the National Night Out planning committee

- **Dan McGinty** - Member of the Olde Brooklyn Park Community, previous leadership for Greater Baybrook Alliance

- **Ramocille Johnson** - Vice President of the Patapsco Park Tax Payers' Improvement Association, board member of the Chesapeake Arts Center and former educator

- **Sue Vizcarra** - Life Coach and active community member

- **Youth members** - **Maddie Braswell**, student at Towson University and recipient of Delegate Simmons' legislative scholarship, **Jordan Plange**, student at North County High School

Brooklyn Park Community of Hope Partner Team

The Partner Team was developed to provide technical expertise related to each pillar for the CQ and the Leadership Team. Each agency/organization chose the result area that best aligned with their work, agreed by MOU to share their respective data, outlined current contributions with present and future dollars for the neighborhood, as well as advice and suggestions for this plan. As the Neighborhood Action Plan was put together, including the initial strategies, they were shared with the Partner Team. Members suggested potential barriers to implementation, strengths and weaknesses of the strategies and potential budget costs. Many of the partners also serve on the Partnership's Board or its Guiding Coalition.

The Executive Director of the Partnership for Children, Youth and Families (CQ) is extremely well connected with organizations and activities in the county affecting ENOUGH and strengthens the work of the Partner Team. She is a member of the County Executive's Cabinet, a member of the Health and Human Services and Housing Sub-Cabinets, a member of the Health Officer's Senior Staff Team, a Director of the Board at the Mental Health Agency, a

member of the Superintendent of Schools strategic planning team, community partner of the Blueprint team, appointed member of the Anne Arundel County Workforce Development Board, an appointed member of the Transportation Commission staff person to the County Executive's Childcare Taskforce and the Joint Commission on the Opportunity Gap. This level of collaboration, trust and access helps create cross agency initiatives outside and inside of the four Communities of Hope.

Brooklyn Park Community of Hope Youth Committee

The Youth Committee was created to ensure youth lived experience and voice shapes the Neighborhood Action Plan. Youth were recruited by the Resident Council and our nonprofit partner, Restoration Community Development Corporation. Neighborhood youth were asked to submit videos to the Resident Council and explain their interest. The Council then appointed youth to the Committee. Meeting topics have included what they'd like to see in their neighborhood, what barriers they face and where they would like to access programming. Youth were given stipends for participation. Meetings began in person with free transportation but are now held virtually by request of the youth. The Youth Committee selected one of their members to serve on the Leadership Team and act as their representative.

"Employ the people in the community to get what we want done."

Vision and Mission Statements

Brooklyn Park Community of Hope Vision and Mission Statements

RATIFIED BY THE LEADERSHIP TEAM, JUNE 2025

Vision

The Pumphrey, Patasco Park and Brooklyn Park Community of Hope nurtures opportunities for individuals and families in Brooklyn Park to live in a supportive community where children are safe and families are stable. Brooklyn Park will become a neighborhood where safety, success and hope underpin every child, adult and family.
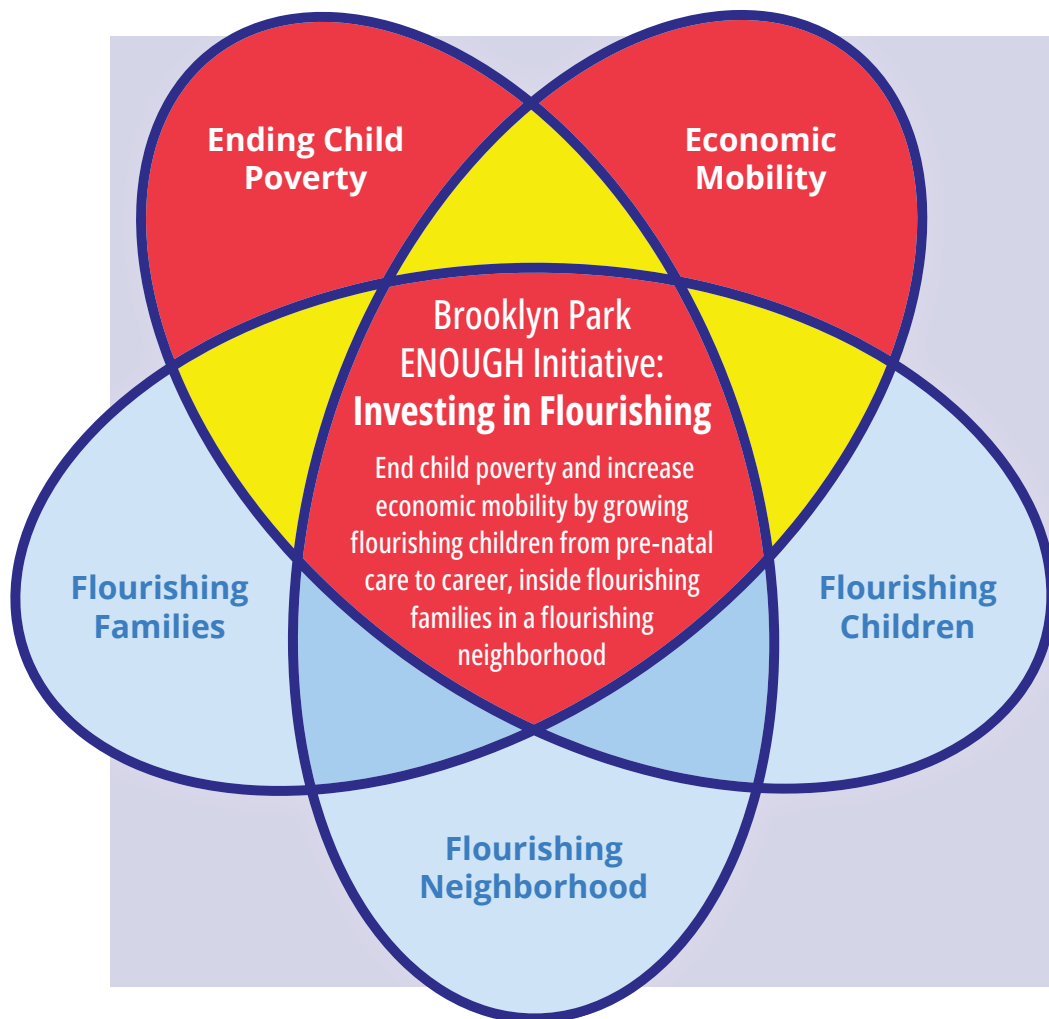
Mission

The Pumphrey, Patasco Park and Brooklyn Park Community of Hope partners with our neighbors using a holistic approach that supports families and gives residents hope for a better future. We believe all Brooklyn Park families can reach their fullest potential when they live in a stable home with economic opportunities and access to quality healthcare and education.

Investing in Flourishing Initiative

In August 2025, the Brooklyn Park ENOUGH Initiative was chosen as the third pilot site of a national design initiative. The **"Investing in Flourishing" (IIF)** Design Team is an independent effort to help children and their families flourish. Flourishing is defined as the vital conditions of health & well-being, including integrated, holistic, youth and family-centered programs and neighborhood-level opportunities that enable youth and their families to flourish. It was initially launched by the Federal Reserve Bank of New York (FRBNY) as part of its ongoing "Making Missing Markets" initiative. IIF is led by FRBNY Visiting Scholar Tyler Norris, MDiv., and Leslie Walker, MD (SVP and Chair of Pediatrics, Seattle Children's Hospital) and composed of 120+ leaders from finance, communities and other relevant professions.

David Aylward is the Chief Strategist of the Initiative and one of the five members of the IFF Leadership Team. David has had a long and successful career in public policy, health and finance, in both the public and private sectors. He is the primary liaison to the Brooklyn Park ENOUGH Initiative. He holds a faculty appointment at the Department of Family Medicine in the School of Medicine of the University of Colorado. He is a resident of Greenbelt, Maryland. David began attending all ENOUGH Initiative meetings in June 2025. The Brooklyn Park Community of Hope Leadership Team adopted the Flourishing Model in August 2025, and created a bold, overall goal for the initiative:

Ending Child Poverty

Economic Mobility

Brooklyn Park ENOUGH Initiative: **Investing in Flourishing**

End child poverty and increase economic mobility by growing flourishing children from pre-natal care to career, inside flourishing families in a flourishing neighborhood

Flourishing Families

Flourishing Children

Flourishing Neighborhood

ORGANIZING PRINCIPLES

- Build on and develop collaborative partnerships across governmental, not-for-profit and private systems to maximize effort

- Blend and braid funding and resources to ensure a steady flow of financial support

- Ensure residents of Brooklyn Park are at the front and center of planning, decision making and evaluation

Community Geography and Profile

The eligible census tract for ENOUGH, 7502.01, is the Patasco Park/Pumphrey neighborhood within Brooklyn Park (Zip Code 21225). The collaborative is extending the boundaries to the four square miles of Brooklyn Park in North Anne Arundel County. The area shares a boundary with Baltimore City. Brooklyn Park is bordered on the west by Route 684 (Baltimore Annapolis Boulevard), I-895 and the Patapsco River on the north, I-695 on the south and ending on the east at the Baltimore City line that crosses Route 2. Route 2, also known as Ritchie Highway, runs north and south through Brooklyn Park. It is a very busy, four lane highway with no safe place to cross. It acts as a barrier for cooperation between the neighborhoods on the east and west sides of the road. The county line between Baltimore City and Brooklyn Park runs right through a residential street. Increased residential mobility related to economic issues means that families are constantly moving between Anne Arundel County and Baltimore City without any knowledge they have done so.

Brooklyn Park is composed of several smaller neighborhoods: Olde Brooklyn Park (west of Gov. Ritchie Highway – Maryland Route 2), Brooklyn Heights (east of Gov. Ritchie Highway), Arundel Village (along and north of Church Street), Roland Terrace (along and south of Church Street), Arundel Gardens (southwest of Gov. Ritchie Highway and south of Hammonds Lane) and Pumphrey, which lies along Belle Grove Road, south of the Patapsco River. The population was 34,128 in 2020 (U.S. Census, 2020).

Anne Arundel County, 2022

Percent Below Poverty Level
- 0.2% - 3.3%
- 3.4% - 6.6%
- 6.7% - 14.0%
- 14.1% - 29.6%
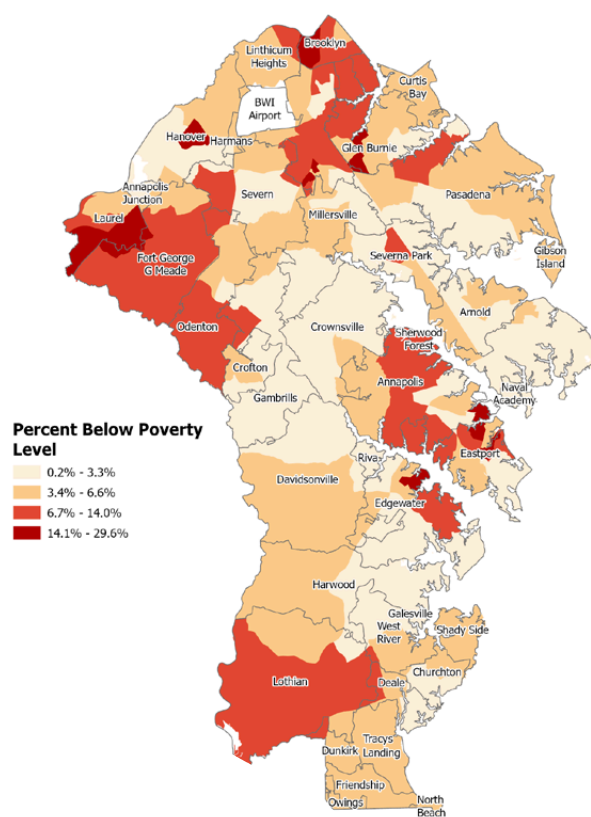
Data source: U.S. Census Bureau 2022 American Community Survey 5-year Estimates Prepared by Isabel Damazo and Kate Schneider, Epidemiologists, Office of Assessment and Planning, Anne Arundel County Department of Health

Table 1: Brooklyn Park (21225) Demographics

Race	2012	2022	2023	Rate of Change
White	47.8%	40.5%	40.1%	-16.1%
Black	49.2%	46.6%	45.6	-7.31%
Hispanic	5.4%	16.3%	19.7%	264.81%

U.S. Census Bureau, American Community Survey 2012, 2022 & 2023

Brooklyn Park (zip code 21225) has over four times the poverty rate of the rest of the county at 22.3 percent. The Pumphrey census tract of Brooklyn Park has a child poverty rate of 35 percent according to the most recent US census data (U.S. Census American Community Survey, 2023). The median income for the zipcode is $50,069, under half of the county's average median income of $116,548 (US Census, 2023). There are at least six rising socio-economic indicators of need, including the percent of families living at or below poverty, percent of the population without a high school diploma, percent of households receiving food stamps (SNAP), emergency department visit rate, percent of low birth weight infants, preventable hospitalization rate and percentage of minorities. The entire area is classified as a food desert and childcare desert (Anne Arundel County Department of Health, 2024). Life expectancy is fifteen years shorter for residents of Brooklyn Park than it is for those in Arnold, just 15 miles down the road.

"I feel like so many programs are too far away. If it's offered in Annapolis, it should be offered here as well."

Review and Summary of Needs Assessment Findings

The Partnership (Community Quarterback) spearheaded the needs assessment process including asset mapping and gap analysis. Partners in the ENOUGH MOU provided quantitative data at the census tract, neighborhood and zip code level to ensure that a comprehensive quantitative data picture was developed for the Patapsco/Brooklyn Park area in alignment with the four pillars.

The Partnership's Executive Director is an advanced qualitative researcher who has been performing needs assessments for thirty years. She organized the qualitative assessment including key stakeholder interviews, focus groups, data walks and turn-the-curves exercises, using open ended questions. The approach is iterative. As the needs and desires of residents became more clear, further open ended and clarifying questions were created and residents re-engaged several times. Using a snowball technique, residents suggested other residents and resident meetings that inform the assessment. This iterative approach will continue through the Track 3 rollout.

A variety of input gathering places and methods were used. Residents and trusted partners used already occurring events and community gatherings to ensure resident voice. The Patapsco Park /Pumphrey census tract offered insights and developed a resident group who met several times to help assess needs and react to potential strategies. The Youth Committee answered the same questions and their output was initially analyzed separately. Quantitative data was shared for their comments to help clarify the needs of young residents, as well as their opinions related to assets and gaps. All data has now been analyzed and is broken into themes.

At this writing, there have been 10 Leadership Team meetings and 3 partner meetings with 278 people in attendance. Our partners have hosted dozens of opportunities for engagement (involving almost 1,500 residents).
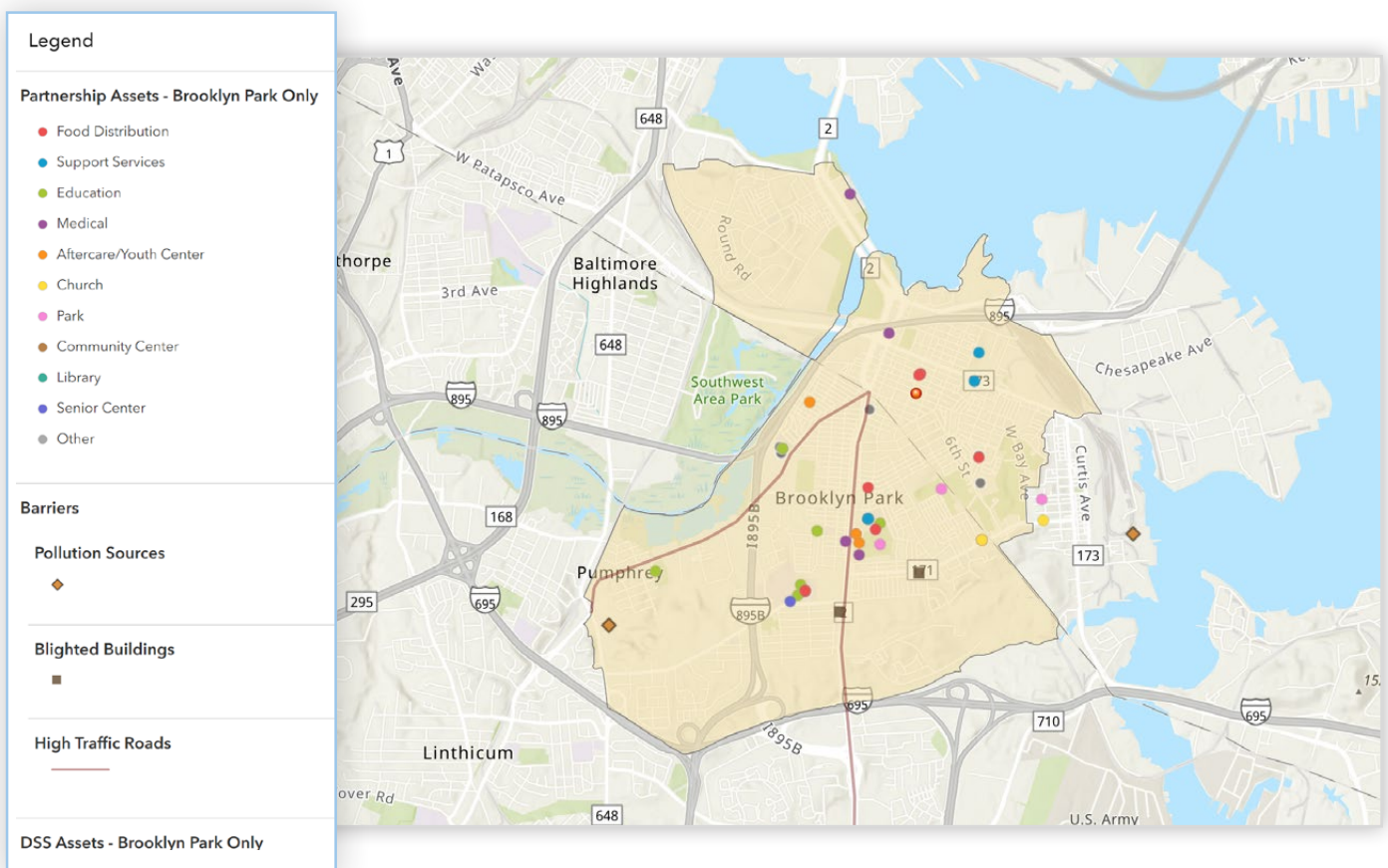
OTHER ASSESSMENTS AND DATA LEVERAGED

- Governor's Office for Children data dashboard
- Asset mapping developed during the last three years of Community of Hope Meetings
- ArundelStat data dashboard
- Epidemiologist mapping capacity at the Anne Arundel County Department of Health
- Secondary data gathered by the Anne Arundel County Food Council, the Early Childhood Taskforce, the Gun Violence Taskforce, the Mental Health Taskforce and the Maternal and Infant Health Task Force
- Data gathered for the 2025 Poverty Amidst Plenty Community Needs Assessment
- All Brooklyn Park Community schools ongoing Needs Assessment and Analysis

Asset Mapping

The asset mapping for this project is an ongoing process that began in 2024 and uses several mechanisms to ensure that it is driven by community members, while incorporating ongoing engagement from critical partners and stakeholders. Needs assessment and asset mapping is an iterative process which will continue for the life of the project.

- Initial inventory compiled by the partners in our Board and Guiding Coalition as part of our strategic planning sessions at the end of 2024.

- Assets were layered into a digital map with filters for specific asset types (like support services, education, parks, food distribution, church, medical, aftercare/youth center, library, community center, senior center, etc.).

- Asset map shared several times with Brooklyn Park Community of Hope members, ENOUGH Leadership Team and Resident Council.

- Community and non-profit partners in the ENOUGH Initiative began outreach to community members through local events, meetings and community walks to gather

information on resources not identified in the first iteration of the map and to gather further details on intangible assets and resources that might be included in our inventory.

- Each iteration was reviewed by our Partner Team, Leadership Team, Resident Council and Youth Committee to ensure that our asset inventory and map were as comprehensive as possible and accurately reflected the community's collective assets and resources.

- Due East Partners consultants worked with the Department of Social Services and the Behavioral Health Hub to add overlay their services onto the asset map as part of their own planning processes. All 3 layers can be viewed separately or combined onto a single, countywide asset map.

Key Themes from Needs Assessment and Asset Mapping

PILLARS			
High-Quality Childcare and Education	**Healthy Families**	**Economically Secure Families**	**Safe and Thriving Communities**

THEMES			
• Preschool to Kindergarten programming • Afterschool enrichment including academics • Work/career training • Entrepeneurialism • Chromebooks • Youth life coach/ mentoring, boys and men's groups	• Perinatal and parental support programs • Access to primary health care • Environmental issues impacting health (rats) • Access to healthy food • Access to the outdoors (playgrounds, swings, pool) • Sports for youth • Access to mental health and substance abuse resources, support for homeless, support for elderly	• Achieving a living wage • Affordable housing • High cost of living • Cost of and access to child care • Lack of transportation (barriers to transportation include driving school costs and required driving hours)	• Road and traffic safety • Personal safety • Gun violence • Highest number of youth arrests • Air conditioners • Police cameras • Upgrades to Lloyd Keaser

"The cost of childcare is so high and as workers are going back into the office after being remote, they can't find and/or afford the childcare."

Analysis and Prioritization of Data and Strategies

- When all data from the ENOUGH Initiative, other current needs assessments listed above, asset mapping and gap analysis was completed, a table was created, by pillar, to show all summative data, formative data, assets and gaps (table below).

- The Leadership Team used the table to begin building strategies at the July 24 and August 7 Leadership Team meetings. Those beginning strategies were shared with the Youth Committee and at resident meetings to ensure we are answering the two core Results-Based Accountability (RBA) questions - Are we doing the right things? And are we doing those things right?

Brooklyn Park Needs Assessment Summary, January-August 2025

PILLAR	Data: Summative	Data: Formative	Assets	Needs	Gaps
High-Quality Childcare and Education	• 12% low birth weight compared to 7.7% for the county • Highest percentage in the county of live births with no prenatal care initiation (14% in the ZIP Code) • High preterm births 7.2% • Childcare desert (1 Center and 3 family providers) • Low Kindergarten readiness • Low academic achievement, math and English 3rd and 8th grade	• Afterschool and summer programs • No outside educational tutoring • No career support • Drug use among youth • Opportunities for sports (elementary school) • Transportation to sports, programs, career and jobs • Accessible career center • Chrome books • Job training for youth • Soft skills; money skills and computer skills	• 2 strong afterschool programs • Brooklyn Park Library • Brooklyn Park youth teams (Broncos for Football and Cyclones for Baseball) • North County High School Community Garden • Judy Center • Chesapeake Arts Center • Youth Homelessness program and half way house • Community center, Lloyd Keaser building	• Perinatal/birth programs • Early Head Start • Childcare • Pre-K • Tutoring • Work Experience • Job training • Apprenticeships • Entrepreneurial courses • Transportation • Youth sports • Afterschool and weekend programming	• Perinatal/birth programs • Career programming • Work opportunities • Driving school • Driving hours • Small business training • Sport and sports teams where youth live • Swimming pool (splash pad?) • Parks to play in with swings

PILLAR	Data: Summative	Data: Formative	Assets	Needs	Gaps
High-Quality Childcare and Education *(cont.)*	• High chronic absence • Graduation rates • Sports leagues (1) • Homeless youth by school cluster (AACPS) • Number of youth not in school and not working, 16-24 • Lack of internet access and equipment	• Youth life coach	• New fields and baseball courts at Brooklyn Park Middle School • Recovery center • Healthy Start program available but not necessarily for Brooklyn Park		
Healthy Families	• 12% low birth weight compared to 7.7% for the county • Highest percentage in the county of live births with no prenatal care initiation (14% in the ZIP Code) • High preterm births • Poor access to healthy food • Food desert • Low access to primary care • Low tree canopy (72% score) • High opioid overdose rate • Medically underserved area • Health professional shortage area	• Hard to access primary care • Environmental issues in Pumphrey (Bellgrove Road) • Rat problems • More mental health services • Substance use services • Services for the elderly	• Total FQRC in Brooklyn Park • Maternal Health Task Force • Investing in Flourishing Design Team and Model • Telehealth in some community schools • Rat task force • School health center planning • Substance use clinic • Healthy food pantry • Food pantry • Mobile food pantry • Air conditioning • Healthy Start access • School mental health clinics? • School psychologist	• Prenatal to three program • Additional and flexible funding • Community outreach and education program for families • Better rat control • Grocery store • Primary care • Prenatal care • Healthy food • Places outside to exercise • Trees • More mobile food pantries • Substance use services • Services for the elderly	• Peer education and support for mothers • Family centered, asset-based life plans, supported by the team • Grocery store • Rat contraception • Healthy food • Pregnancy/prenatal care/baby services • Primary care • Tree canopy • Swimming pool/ splash pad
Economically Secure Families	• Poverty rate • Child poverty rate • Median income • FARMS rate • Households receiving SNAP • Internet access and equipment • Numbers without a car • Numbers working at home	• Lack of childcare • Soaring rents • High electricity bills • Cost of childcare • Liveable wage • Transportation to get to a better job • House repair	• Library • Lloyd Keaser Center • Chesapeake Arts Center • Career coach at The Library • Mobility study • North County Chamber of Commerce • Strong Legislative support • Service Coordinators at community schools (one speaks Spanish) • New portal for benefits	• Living wage • Soft skills • Computer skills • Work study programs • Financial management programs • Upgrades to Lloyd Keaser Center • Bank account • Transportation • Living wage • Affordable housing	• Centers closer to neighborhood • Chrome books/ internet access • Deposit for house • Grocery Store

PILLAR	Data: Summative	Data: Formative	Assets	Needs	Gaps
Safe and Thriving Communities	• Gun violence and fatalities • Highest arrest rate • Crash sites and pedestrian damage on Route 2 • North County High School (800 Brooklyn Park youth) • Highest suspension rates in the county, highest rates of chronic absence • Highest number of juvenile arrests	• Environmental issues at Lloyd Keaser • Lloyd Keaser building needs repair • Roads are dangerous - hard for kids to play outside • Feeling of not being safe in some neighborhoods • Outside lighting is an issue • Unsafe streets	• Police station • Brooklyn Park mobility study • Sense of Neighborhood • Thriving neighborhood associations • Lloyd Keaser as a gathering place • Community Center being built • CEPTED study • School and community events • Community schools	• Police on bikes • Safety cameras • Traffic calming • Attend to Belle Grove Road • Outdoor lighting • Tree canopy	• Community police officers • Speed cushions, humps, bumps • Parks

- A second table was created with all strategies under consideration. The table was arranged by: pillar, partners, whether the strategy met the identified need and if it could be shovel ready. Each strategy was also marked as no cost (paid for by grants and/or partners), available cash match, or purely as an ENOUGH Initiative cost (table linked here). The table was shared with the Leadership Team and Resident Council five days prior to the next meeting, with requests for comments.

- For each outlined strategy, subcommittee meetings were created to discuss potential local vendors, technical issues, feasibility and shovel readiness. Meetings included Partner and Leadership Team members, as well as CQ staff. Recommendations were made at the Leadership Team meeting.

- At the Leadership Team meeting on August 20, 2025, 18 separate strategies were represented (ENOUGH Menu Leadership Team table here). Prioritization criteria included need, shovel readiness, match potential and potential dollar amount (very expensive strategies were listed with dollar signs). The Leadership Team was led through in person nominal voting to choose and prioritize ten of the 18 strategies with the understanding that the CQ would come back with a budget to be voted on. The ten prioritized strategies are listed on page 17.

Final Voted Upon
AND
Prioritized Strategies
AUGUST 20, 2025
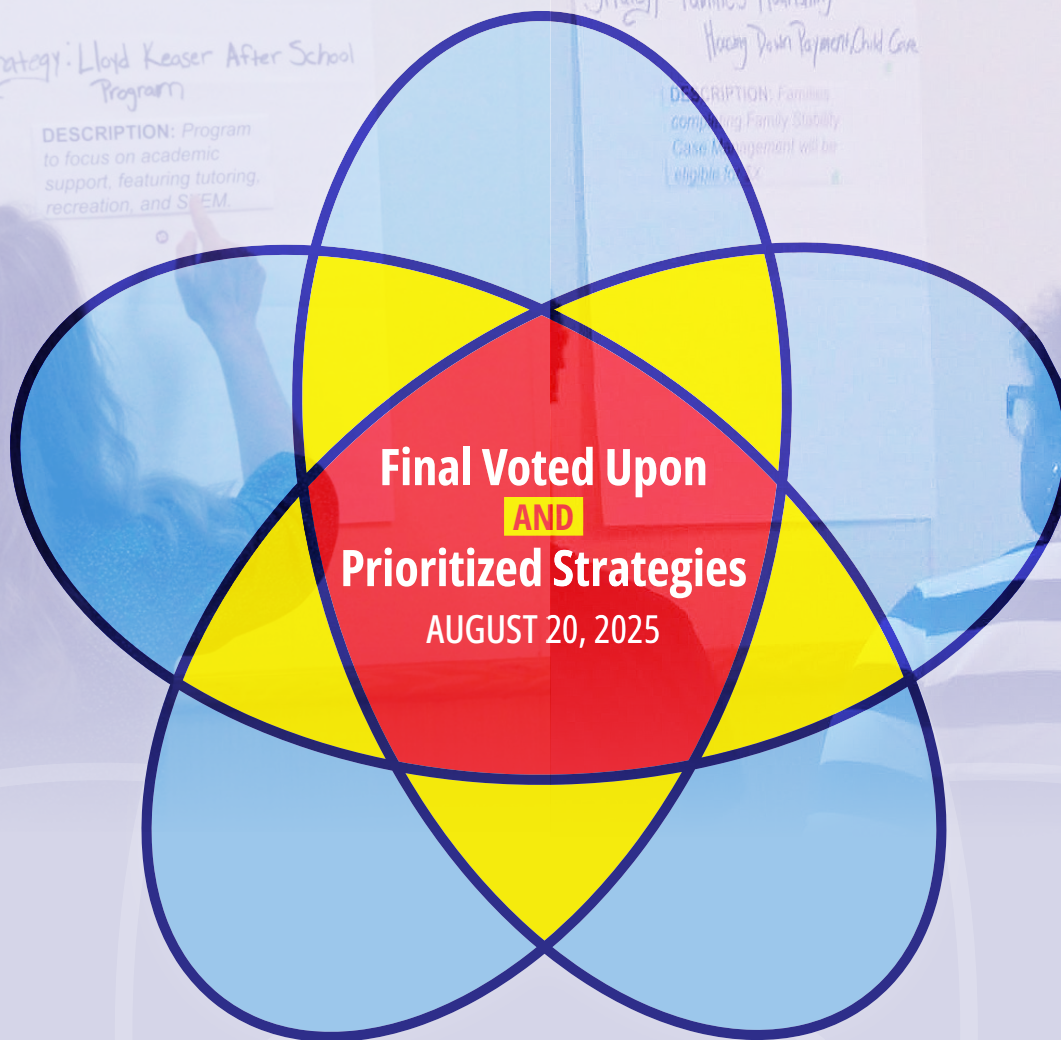
▶ **O'Neill Two-gen, Flourishing Families, Program**

▶ **Youth Entrepreneurial Program**

▶ **Expand Family Child Care in Brooklyn Park**

▶ **School-based Afterschool Tutoring**

▶ **Park Elementary Youth Behavioral Program**

▶ **Youth Mental Health First Aid**

▶ **Mentoring**

▶ **Afterschool Programs Sports and STEM**

▶ **Football Scholarships**

▶ **Mechanics Apprenticeship Program**

Short-Term and Long-Term Implementation Strategies with Timelines, 2025-2026

The ten strategies voted on page 17 are ONLY the ones that will be charged to the ENOUGH Initiative. There were many other strategies considered by the Partner and Leadership Teams. Each strategy in the tables below were assessed for their impact, available funding, shovel readiness and how well they met the needs and gaps identified in the needs assessment. The strategies are divided into short-term (11 months) and long-term (more planning needed).

SHORT-TERM STRATEGIES

PILLAR	Strategies	Residents + Partners	Description	Target Population	No Cost, Match, ENOUGH Cost	Proposed Timeline
High-Quality Childcare and Education	Park Elementary Youth Behavioral Program	• Anne Arundel County Public Schools	Afterschool program based in Park Elementary to empower youth, foster positive development and provide safe spaces for the community. This funding would restart the program.	• Elementary School Students	**ENOUGH Cost**	• November 2025: Program kick-off & youth recruitment • November 2025-September 2026: Implementation (ongoing)
	School-based afterschool tutoring	• Anne Arundel County Public Schools • Nonprofits • Local organizations	Afterschool program to provide academic enrichment and wellness opportunities	• Elementary, Middle and High Schoolers	**ENOUGH Cost**	• November 2025: Program kick-off, student recruitment & site organization • November 2025-September 2026: Implementation (ongoing)
	Big Brothers Big Sisters	• DJS • Not-for-profit • The Partnership	Program matches youth with older peers for at least one year	• School age	Match	• September 2025: kickoff meeting • October 2025: Planning, Contracting • November 2025-June 2026: Big & Little matches made, implementation ongoing
	Mechanics Apprenticeship Program	• For-profit business	The Mechanic Apprenticeship Program is a partnership with I-CAR that offers a 1-year, 8-month training e-course and hands-on experience. Students will attend hands-on testing and schedule time for real-world shop experience, both of which are required for graduation. This flexible structure allows young people to develop their skills and complete the program while navigating other commitments, such as part-time jobs, community college, or other scheduling difficulties.	• Teens • Early 20's	**ENOUGH Cost**	• November 2025: Kickoff meeting with partner • November-December 2025: Youth recruitment • January-September 2026: Implementation (ongoing)

SHORT-TERM STRATEGIES

PILLAR	Strategies	Residents + Partners	Description	Target Population	No Cost, Match, ENOUGH Cost	Proposed Timeline
High-Quality Childcare and Education *(cont.)*	Afterschool Program Sports and STEM	• Anne Arundel County Public Schools	Afterschool sports & STEM program for 3rd to 5th graders offers a unique mix of sports, math and coding over three 10-week sessions.	• Elementary school-aged	**ENOUGH Cost**	• November 2025: Program kick-off & youth recruitment • November 2025-September 2026: Implementation (ongoing)
	Mentoring	• Local nonprofits	Focusing on mental health, life skills and social-emotional learning	• Middle Schoolers	**ENOUGH Cost**	• November 2025: Program kick-off & youth recruitment • November 2025-September 2026: Implementation (ongoing)
Healthy Families	Prenatal to 3 Flourishing Program (IIF)	• Flourishing Council • The Partnership • Maternal Health Task Force • Department of Health	Community-led localized design and demonstration of national best practices flourishing model.	• Prenatal to three and their families	No ENOUGH cost	• Discussions ongoing, November 2025: Decision point • Separate fundraising with IIF seeking national funds
	Football Scholarship	• Community School Managers • Nonprofits	Covering expenses for 70 youth to participate in the Brooklyn Park Broncos	• Elementary & Middle students	**ENOUGH Cost**	• Spring 2026 • Recruitment: January-March • Registration: April, May • Scholarships: April-June
	Youth Mental Health First Aid	• Mental Health Agency • Library • Patapsco Park Association • Chesapeake Arts Center	Youth Mental Health First Aid is designed to teach parents, family members, caregivers, teachers, school staff, neighbors, etc. how to help an adolescent (age 12-18) who is experiencing a mental health or addictions challenge or is in crisis.	• 12-18	**ENOUGH Cost**	• November 2025: Set session schedule • December 2025: Begin advertisement and registration • January-September 2026: 6 sessions offered
Economically Secure Families	Expand family child care in Brooklyn Park	• GOFCC • Early Childhood Childcare Taskforce	Program to recruit and prepare those interested in becoming a licensed family child care home. The program is currently offered countywide through funding from Maryland Family Network, and this grant would create a Brooklyn Park specific strategy to boost the child care availability in Brooklyn Park.	• 0-3 • Working Families	**ENOUGH Cost**	• November-December 2025: Recruitment of providers • January-June 2026: Licensing training and support held

SHORT-TERM STRATEGIES

PILLAR	Strategies	Residents + Partners	Description	Target Population	No Cost, Match, ENOUGH Cost	Proposed Timeline
Economically Secure Families *(cont.)*	Youth Entrepreneurial Program	• Anne Arundel Economic Development Corporation • AAWDC • BWI Partnership • Community College • Boys and Girls Club • Leadership Anne Arundel	Youth Entrepreneurial Program will allow for 15 youth to engage in a 12-week program to learn business skills to begin their own entrepreneurships. The program will end with a Shark Tank presentation and cash stipend of $1,000 to build their businesses.	• Teens	**ENOUGH Cost**	• November- January: Recruitment and application period • February 2026: Participants selected • March-July 2026: Program held • August 2026: Award of $1,000 stipends
	Families Flourishing - Housing Down Payment, Child Care	• O'Neil Foundation • County government • The Partnership	The two-gen approach already used in the program centers on every member of the family rather than only the caregivers. The ENOUGH Initiative will allow us to continue the two-gen intensive case management and family coach model, using wraparound principles and motivational interviewing, but will also offer: • A financial incentive, through creating savings accounts, in the form of a lump sum at the end of the program • Child care subsidy for those families who need to get to work • Access to all other strategies that the case manager and coach deem necessary for the family's economic mobility • One of the family members will be elected to serve on the Brooklyn Park Leadership Team to ensure family voice	• Unstably housed families and their children	**ENOUGH Cost/O'Neill Match $300,000 per year**	• October 2025: Begin enrolling eligible families (O'Neill Funding in place) • November 2025- September 2026: Intensive case management & family coaching (ongoing) • November 2025- January 2026: Establish bank account(s) for eligible families • January-September 2026: Financial & budget management trainings for families held (ongoing) • September 2026: First disbursements to eligible families

SHORT-TERM STRATEGIES

PILLAR	Strategies	Residents + Partners	Description	Target Population	No Cost, Match, ENOUGH Cost	Proposed Timeline
Economically Secure Families *(cont.)*	Job Training	• Anne Arundel Workforce Development Corporation • North County High	Coordinate with Workforce Development to connect people in need of employment to opportunities	• Adults • Youth	No ENOUGH Cost	• October 2025: Kickoff meeting with AAWDC • November 2025: Discussion with WIOA Alignment Committee for implementation
	Career Coach at the Library	• Anne Arundel Workforce Development Corporation • North County High • Library	Place-based Career Coach at Brooklyn Park Library to help youth and adults find living wage jobs	• Adults • Youth	No ENOUGH Cost	• October 2025: Kickoff meeting with AACPL and AAWDC • November 2025-September 2026: Referrals (ongoing)
	Lloyd Keaser as a Training Center	• Anne Arundel Workforce Development Corporation	Coordinate with Workforce Development to connect people in need of employment to opportunities	• Patapsco Park Community	No ENOUGH Cost	• October 2025: Kickoff meeting with AAWDC • November 2025: Discussion with WIOA Alignment Committee for implementation • December 2025: Develop implementation plan • January-September 2026: Implementation (ongoing)
	Expungement Clinics	• Anne Arundel Workforce Development Corporation • City of Refuge • Anne Arundel County Public Library	Expungement clinics happening at Brooklyn Park Library, City of Refuge and Chesapeake Arts Center	• Adults • Youth	Match	• November 2025-September 2026: Ongoing services
	Social Worker in Library	• Anne Arundel Department of Social Services • Partnership for Children, Youth and Families	Social Worker in Brooklyn Park Library to connect with families in need of services	• Adults • Youth	Match	• November 2025-September 2026: Ongoing services
Safe and Thriving Communities	CPTED	• Health Department • Residents	Crime prevention through Environmental Design (CPTED) is a multi-disciplinary approach to crime prevention that uses urban and architectural design and the management of built and natural environments	• All populations	Match	• Funding secured; Health Department to implement in partnership with Greater Baybrook Alliance by October 1, 2025

LONG-TERM STRATEGIES

PILLAR	Strategies Under Consideration	Residents + Partners	Description	Target Population	No Cost, Match, ENOUGH Cost	Proposed Timeline
High-Quality Childcare and Education	STEM M3	• Anne Arundel County Public Schools	Reach the Not-Yet-Reached, students with limited access to quality STEM experiences and prepare them for high-demand STEM-skilled careers in robotics, cybersecurity, advanced manufacturing, biotechnology, natural sciences and beyond.	• Elementary, Middle, and High Schoolers	No ENOUGH Cost $$$$	• October 2025-June 2026: Explore funding options through other funders
	Lloyd Keaser Afterschool Program	• Patapsco Park Association	Program to focus on academic support, featuring tutoring, recreation and STEM.	• School-age	No ENOUGH Cost	• October 2025-June 2026: Seeking alternate funding
	Multi-Modal Transportation	• Office of Transportation	Enhancing transit and pedestrian access/safety opportunities and options.	• All populations	No ENOUGH Cost	• Ongoing planning with AA Co. Department of Transportation & Transportation Commission • November 2025: Visioning session with ENOUGH Leadership Team
	Family Support Center	• Maryland Family Network	The Centers provide services designed to: • Promote the optimal development of young children • Help adults develop more effective parenting skills and fulfill their aims related to school, employment and family life • Provide supportive networks among parents in local communities • Connect parents and children to the agencies and community resources that can help them	• Early childhood • Teen parents	No ENOUGH Cost	• Funding secured; working with community partners and County Exec.'s Office to identify building for FSC

PILLAR	Strategies Under Consideration	Residents + Partners	Description	Target Population	No Cost, Match, ENOUGH Cost	Proposed Timeline
Healthy Families	Lloyd Keaser Cooking Classes	• Not-for-profit • Patapsco Park Association • Department of Health	Prepping food for a healthy lifestyle. Families will have an opportunity to learn how to prepare healthy meals and food prep for meal longevity	• Families	No ENOUGH Cost	• October 2025-June 2026: Seeking alternate funding
	Rat Contraception	• Health Department	Partnership with Health Department	• All populations	No ENOUGH Cost	• Rat Task Force is in effect; Health Department to integrate this strategy
	Health Program	• Baltimore Washington Medical Center (BWMC)	Chronic Disease Prevention Classes Weekly free classes for the Patapsco Park/Pumphrey community to access chronic health prevention information, conducted by nurses at BWMC	• Seniors	No ENOUGH Cost	• Program is ongoing; seeking additional funding to expand sites through alternative funding sources
	Expansion of Healthy Food Pantry	• Health Department • Recreation and Parks	Expanding healthy food pantry availability	• All populations	No ENOUGH Cost	• November 2025: Planning for services inside new Community Center begins; ENOUGH Leadership Team to advise on incorporation of this strategy
Economically Secure Families	Computer lab in Lloyd Keaser	• Pumphrey Community • Patapsco Park Neighborhood Association	Purchase computer and tech equipment for Lloyd Keaser Center. Design program with residents	• Patapsco Park Community	No ENOUGH Cost	• October 2025-June 2026: explore funding options through DCHD and other funders
Safe and Thriving Communities	CURE Violence	• Health Department • Residents • Police	To be considered in the next round of ENOUGH funding: Cure Violence Global helps communities implement violence prevention programs that are effective in significantly reducing violence. There is currently a program operating in Eastport, Annapolis	• All populations	No ENOUGH Cost	• October 2025-June 2026: Seeking alternate funding
	Private Security Camera Incentive Program (PG County copy)	• Police Department • Office of Constituent Services	This program offers rebates for the installation of security camera systems and covers the subscription costs	• All populations	No ENOUGH Cost	• October 2025-June 2026: Seeking alternate funding

Other Assets and Resources Identified

(No cost or match to the ENOUGH Initiative)

$16 Million Grown in the Community

$1.5 MILLION
ENOUGH-Investment

IMPROVING OUTCOMES FOR CHILDREN, YOUTH AND FAMILIES IN THE BROOKLYN PARK COMMUNITY
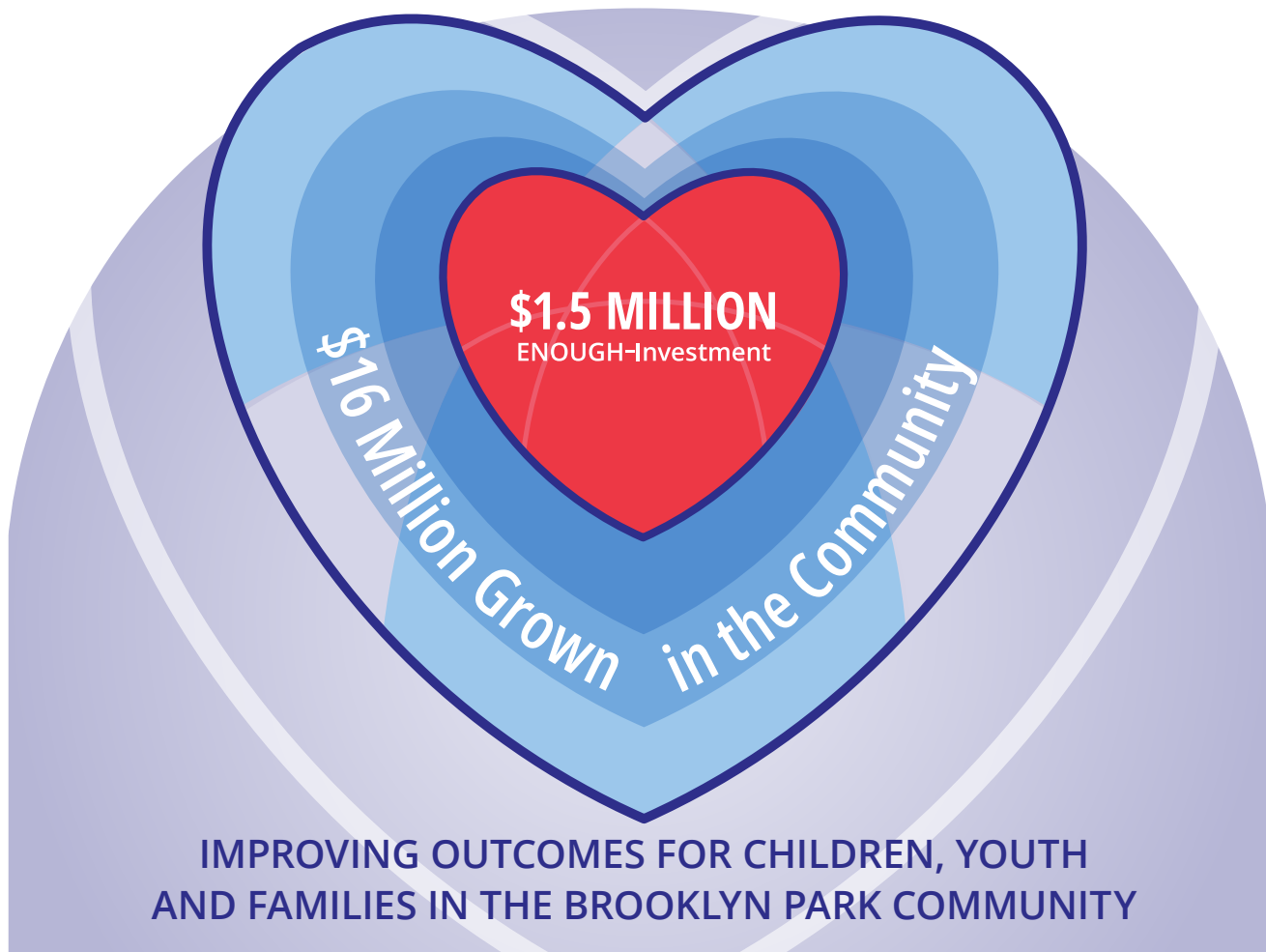
The assets, resources, partnerships and dollars, not related to the ENOUGH Initiative, are listed by pillar in the table on page 25.

	Pillar 1: High-Quality Childcare and Education		
Current Programming	**Future Programming**	**Agency/Partner**	**Dollar Amount (Estimate)**
	Family Support Center	Maryland Family Network/ Kingdom Kare, Inc.	$320,000 (Proposed)
Service Coordinator at Brooklyn Park Community Schools		Maryland Consortium on Coordinated Community Supports	$237,500 (ENOUGH Influenced)
Head Start		Lloyd Keaser	$547,000
	Brooklyn Park Community Center & Brooklyn Heights Park	Anne Arundel County Recreation and Parks	~$9 million
BEST Behavioral Health Program		Judy Center/Belle Grove Elementary/Anne Arundel Community College	$75,000 (ENOUGH Influenced)
Afterschool Programming		The Complete Player	$836,742
H2O Youth Recovery Center		Restoration Community Development Corporation, Inc.	$400,000
Mentoring Program		Live it! Learn it! Teach it!	$60,000
YES Program		Light of the World Family Ministries	$100,000 (ENOUGH Influenced)

"Families need lower food and childcare costs. They need free things to do with their kids."

Pillar 2: Healthy Families

Current Programming	Future Programming	Agency/Partner	Dollar Amount (Estimate)
	School Health Centers in Brooklyn Park school	Anne Arundel County Public Schools	Still in the planning stage
Kinship Support Group		The Partnership/Funding from Dept of Social Services	$50,000
Healthy Families Market/Healthy Pantry		AACo Dept of Health/Restoration Community Development Corporation	$200,000/$100,000 (ENOUGH Influenced)
Service Coordinator at Brooklyn Park Community Schools		Maryland Consortium on Coordinated Community Supports	$237,5000 (ENOUGH Influenced)
Rat Taskforce		Anne Arundel County Health Department	$80,000
Telehealth at Community Schools in Brooklyn Park		Community Foundation Funding/ AACo Dept of Health for Implementation	$200,000 for 2 years with Community Foundation (ENOUGH Influenced)
Total Health Center in Brooklyn Park		Total Health/Greater Baybrook Alliance	$66,000
Food 4 Thought Pantries and Events + Food Pantry Programming		Food 4 Thought Community Outreach Services, Inc.	$85,000 + $20,000

"Families need help with other stuff, like food, so they can pay the rent."

Pillar 3: Economically Secure Families

Current Programming	Future Programming	Agency/Partner	Dollar Amount (Estimate)
Career Coach from Workforce		Brooklyn Park Library	$240,000 over two years; (ENOUGH influenced) private philanthropic dollars
Rental Assistance through Community Schools		Maryland Department of Housing and Community Development	$111,842
Family Stability North County		The Partnership	$300,000
HIP HOP Youth Homeless Program		The Partnership	$300,000
Two Generation Flourishing Family Program		O'Neill Foundation The Partnership Child Serving Agencies through CRICT Teams	$900,000 over 3 years from O'Neill/**$247,160 ENOUGH Match**
Affordable Housing Trust - Flex Funding		ACDS Anne Arundel County Government The Partnership	$47,225.02
	Pilot of Flourishing Investment Upstream Model	Investing in Flourishing	$1.1 million
Social Worker in Brooklyn Park Library		Department of Social Services	$60,000
Systems of Care		Governor's Office for Children	$308,367
	EARN	Anne Arundel Workforce Development Corporation	Up to $500,000

"The Community Center really needs to be a center that the community can get services and resources, and one that all neighbors have access to!"

Pillar 4: Safe and Thriving Communities

Current Programming	Future Programming	Agency/Partner	Dollar Amount (Estimate)
Mobility Study to improve sidewalks		Anne Arundel County Department of Transportation	$181,944.73
Facade Loans & Grant/Key Bridge Relief		Anne Arundel Economic Development Corporation	$100,000 loan/$731,800 in grants
Brooklyn Park Call and Ride		Anne Arundel County Department of Transportation	$604,800
Brooklyn Park Sustainable Community Plan		Arundel Community Development Services	$921,422
Lloyd Keaser Center		Anne Arundel Public Schools Patapsco Park Tax Payers Improvement Association	*
	Addressing traffic safety on Belle Grove Road - Possibility for speed cushions	Anne Arundel County Department of Transportation/Delegate Gary Simmons	~$4,000 per cushion
	Brooklyn Park Community of Hope Van	BJAG Anne Arundel County Government The Partnership	$60,000

"Kids need places to go after school where kids can learn real skills. We need to start giving these kids opportunities to earn money."

Goals and Outcome Indicators

The Brooklyn Park/Pumphrey Needs Assessment identified needs by pillar. After multiple regular meetings with the Leadership and Partner Teams, the needs were organized into several results under each of the four ENOUGH Initiative pillars, speaking to the community's goals for the future. Indicators were selected from existing data sets (ENOUGH Dashboard, Maryland Child Well Being Results and Indicators, Local Indicators) to align with the identified need and result; identified strategies were organized to align with the developed framework. Note that there are result areas that may align with more than one pillar and there may be more than one indicator chosen that addresses different identified needs in these result areas.

RESULT 1: **Children are Successful in School**

Identified Indicator(s)

- Chronic Absenteeism in Brooklyn Park Schools (all grade levels)
- % of 9th grade students at North County High on track to graduate on time
- % of public school students in Brooklyn Park demonstrating proficiency on the Grade 5 English Language Arts Maryland Comprehensive Assessment Program (MCAP)
- % of public school students in Brooklyn Park demonstrating proficiency on the Grade 5 Mathematics Maryland Comprehensive Assessment Program (MCAP)

Alignment & Evaluation

The community clearly identified gaps in programming that would serve youth after school, focusing on issues including poor academic performance, school attendance barriers and ultimately improving high school graduation rates. The highest needs identified were for elementary and middle school students, to ensure upstream interventions that would support school engagement and success as early as possible. Identified indicators speak to critical milestones for academic mastery in elementary school as well as improved attendance across the entirety of school enrollment, with the % of 9th grade students on track for on-time graduation providing both proxy power and communication power for evaluating the impacts of these earlier interventions. Further, it allows for additional supportive services to be provided at the high school level to address ongoing needs for older youth prior to graduation. Data power for these indicators is high and can be evaluated for those schools in the ENOUGH catchment area by utilizing Maryland Report Card.

RESULT 2: **Economically Secure Families**

Identified Indicator(s)

- % of families spending >30% income on housing (rent)
- % of students who were unstably housed in the last 30 days
- # maximum available slots with child care providers in Brooklyn Park
- # children who receive formal child care in Brooklyn Park

Alignment & Evaluation

Affordable housing and childcare continue to be two of the biggest needs identified by community members. Residents identified a need for financial assistance to keep families housed, along with access to supportive services like job training and financial management to help families improve their economic mobility. Several residents specifically identified the need for programs that help renting families transition to home ownership, both as a means to strengthen the local community and economy, as well as a mechanism for building intergenerational wealth. Lack of quality, affordable childcare in Brooklyn Park further exacerbates these issues as it presents a significant barrier to employment, particularly for single parents. Identified indicators address needs related to housing stability and the related economic impacts, as well as the need to increase the availability of childcare for residents. All metrics have strong communication power relative to the needs and issues identified, as well as proxy power related to economic mobility. Data power for these indicators should be high as they are part of the GOC's ENOUGH data dashboards.

RESULT 3: **Healthy Children**

Primary Identified Indicator(s)

- % of public school students [in Grades 6 - 8] reporting depressive episode (YRBS)
- % of public school students [in Grades 9-12] reporting depressive episode (YRBS)
- % of youth that played on 1 or more sports teams in the last 12 months (YRBS)

Secondary Identified Indicator(s)

- % of public school students in Brooklyn Park demonstrating proficiency on the grade 5 Mathematics Maryland Comprehensive Assessment Program (MCAP)
- Chronic absenteeism (Elementary and Middle School)

Alignment & Evaluation

This result and correlating indicators touch on needs identified under two pillars: Healthy Families and High-Quality Childcare and Education. The intersection of the needs identified under these pillars relates to providing access to youth of various ages with programs and services that address both physical and mental health and well-being. Adults and youth alike highlighted the need for further education for families and community members on health and mental health, that children need more opportunities for exercise and engagement in sports teams, that we need to be proactive in giving youth support and instruction on how to manage emotions and relationships and ways to foster a sense of belonging. The primary indicators have communication power specifically aligned with somatic and behavioral health outcomes, while the secondary indicators will, by proxy, demonstrate the larger impacts of these improvements in health and well-being in improved academic outcomes. Data power is high for these indicators as they are gathered from two reliable sources: Maryland Report Card and the Youth Risk Behavior Survey. While the latter is only completed every two years, it does provide consistent data points related to targeted youth behaviors aligned with our results and efforts.

RESULT 4: **Youth Have Opportunities for Employment or Career Readiness**

Identified Indicator(s)

- % individuals aged 16 to 24 who are neither enrolled in school nor working
- Youth employment: % of 16-24 year olds in the labor force

Alignment & Evaluation

Community members were very vocal about their need for programs and services that provide them with better employment opportunities as they transition into adulthood, with a particular focus on pathways outside of college enrollment. Youth specifically identified the need for programs that would either allow them to hone their entrepreneurial skills and establish their own businesses and careers, or pathways like apprenticeships that would help them prepare for careers in skilled trades where demand is high. The identified indicators are the data points best suited to measuring population-level change around these identified needs and, as such, have both high communication and proxy power. The opportunity youth indicator, as a census data point, has high data power. Our secondary metric has lower data power as annual data for this metric has not always been readily available. However, we are working with Anne Arundel Workforce Development Corporation (a key partner) and the WIOA Board for our county to gather and report data for this metric on an ongoing basis.

RESULT 5: **COMMUNITIES ARE SAFE**

Identified Indicator(s)

- # evictions
- Violent crime rate per 100,000 (county)

Alignment & Evaluation

As noted in Result #2, affordable housing continues to be a critical issue that concerns the community. Due to rising rental costs, housing costs and interest rates, homeownership is farther away than ever for many residents and evictions are more and more common. Residents identified a need for financial assistance to keep families housed, along with access to supportive services like job training and financial management to help families improve their economic mobility and reduce the number of evictions. Community safety is also a pressing issue that concerns many residents. Dark, cluttered alleys and poorly maintained buildings and community spaces are conditions that research shows contribute to higher crime rates. Short-term projects to address these issues are underway but are funded by external sources rather than ENOUGH dollars. All metrics have strong communication power relative to the needs and issues identified, as well as proxy power related to housing stability and crime rates. Data power for these indicators should be high as they are part of the GOC's ENOUGH data dashboards.

Assign Roles and Responsibilities

Agency Leadership

Dr. Pamela Brown, the Executive Director of the Partnership, is a well-respected community leader in Anne Arundel County. She has held several leadership positions over the past 30 years; in government and in the not-for-profit sector. Throughout her career, she has worked on addressing inequities across government and educational systems. She completed her Ph.D. in Educational Leadership at Florida Atlantic University. Her dissertation focused on the importance of community partnerships in low income neighborhoods to improve outcomes for children and families.

Julie Vanskiver, the Partnership's Chief Finance & Operations Officer, has a Bachelor's degree and ten years of experience in financial management and investment banking. She has been an employee of the Partnership for 20 years.

Alli Holstrom, the Chief Compliance Officer, has worked for the Partnership for fifteen years and has over 20 years experience in human services, nonprofits and law, with a focus on program management, data management and reporting. She is a certified trainer in Results-Based Accountability, writes and executes all sub-awards, data collection and analysis for programs and services and is the site manager for our web-based data platform (Apricot 360).

Mizetta Wilson, the Chief of Programs, has been with the agency for 6 years. She is responsible for administering Partnership human services programs including Systems of Care, Youth Services and Family Stability. Over the last 20 years, Mizetta has provided leadership to programs supporting youth and families. Mizetta also gained extensive program development experience with the Harlem Children's Zone. Mizetta earned a Master's Degree from Milano School of International Affairs, Management and Urban Policy.

Lisa Kovacs, the ENOUGH Initiative Manager, has worked at the Partnership for 5 years. She has been responsible for the implementation of the ENOUGH Planning and Capacity Building grants since the beginning of 2025. She previously lived in Brooklyn Park for 22 years. Lisa has earned a Master of Public Administration from the University of Baltimore.

Issac Colbert, the ENOUGH Initiative Storyteller, has been with the Partnership for 6 years. He is responsible for all media content creation for the ENOUGH Initiative. He is also a peer navigator with the Partnership and has lived experience in another ENOUGH census tract.

The structure built during the ENOUGH Initiative planning phase will ensure there are roles and responsibilities for residents and partners.

- **Leadership Team:** The Leadership Team will continue to meet monthly and will act as the overseer of all strategies. It will continue to be convened by the ENOUGH Initiative Manager. The Executive Director will continue to act as facilitator. Team members will also play a role in guiding and developing the long-term strategies, including attending meetings for strategies they are interested in.

- **Resident Council:** Led by the five residents on the Leadership Team. They will continue to act as "executive committee" when changes and/or decisions about the roll out need to be made. Members will also have a role in monitoring programs once they are in place.

- **Partner Team:** 14 core partners from the existing Community of Hope stakeholder team enhanced by one additional partner critical to the work. This group will play a strong role in ongoing strategies, many of them emanating from the departments or agencies they are leading. They will offer technical advice, gather lived experience from the Leadership Team and ensure programming matches resident needs.

- **Youth Committee:** The Youth Committee will act as thought leaders, reviewers and overall youth voice for the work. Their expertise will be required as we develop strategies for more comprehensive information of what is available in Brooklyn Park that will help bridge the gap between what residents think is available and what is available.

Accountability & Reporting Structures

The long-term plan for our ENOUGH Initiative implementation work is to incorporate all funded strategies and programs into our existing Apricot 360 cloud-based data platform. Alli Holstrom, the Partnership's Chief Compliance Officer, is also the primary Systems Administrator for the Partnership's portion of the Apricot enterprise.

The first grant period, from November 1, 2025 - October 30, 2026, will be the design and build phase for funded strategies. CQ and County IT will establish a separate site in Apricot with a separate program for each funded strategy. Identified users in each implementing organization will be trained on the system and directly enter data on participants/clients and efforts related to their program or service in the system. The Partnership's Compliance Manager and secondary Systems Administrator will provide support and technical assistance to all users and act as the primary interface between funded program staff and County IT and will perform regular QA audits on entered data to ensure compliance, fidelity and accuracy.

Reports will be built in Apricot specific to each program or service so that appropriate performance data can be drawn down on demand. Data will be segregated between programs for users to ensure privacy and compliance with HIPPA, FERPA and/or other relevant regulations. The Partnership's Systems Administrators will be able to aggregate and report on data by program or service and also across programs and services where appropriate. This data will be used to:

- Monitor vendor progress, compliance with the terms of their sub-award and fidelity to both the Neighborhood Action Plan, as well as any relevant Evidence-Based Practices employed

- Update our publicly-facing data sharing tools (Scorecard, OpenArundel)

- Provide regular progress reports to the Leadership Team, Partner Team, Youth Committee, Brooklyn Park community and the county

- Complete and submit required reporting to the GOC

During this design and build phase, the Partnership (CQ) will use existing reporting tools and structures for each vendor/sub-awardee to ensure compliance with award requirements, alignment with the NAP and appropriate programmatic reporting as outlined above. Each program/service will have a unique Google Sheet developed that maps the required performance measurements along with any data points

required for tracking or calculation. These workbooks will be linked in each vendor's sub-award agreement and they will enter their data quarterly on the established reporting schedule.

The Partnership's ENOUGH Manager and Chief of Compliance will review quarterly data reports and seek "the story behind" from vendors and partners on any performance issues identified through evaluation of the data. This information will be shared with the Leadership Team at the meeting following the conclusion of each quarter for ongoing evaluation of programs. In addition, the ENOUGH Manager will work with individual members of the Leadership Team to perform monitoring visits on each funded program/strategy in the spring of 2026 to ensure both compliance with the established scope of work as well as with the overall goals of the Neighborhood Action Plan. The Chief of Compliance will provide monitoring tools for each vendor based on established monitoring protocols.
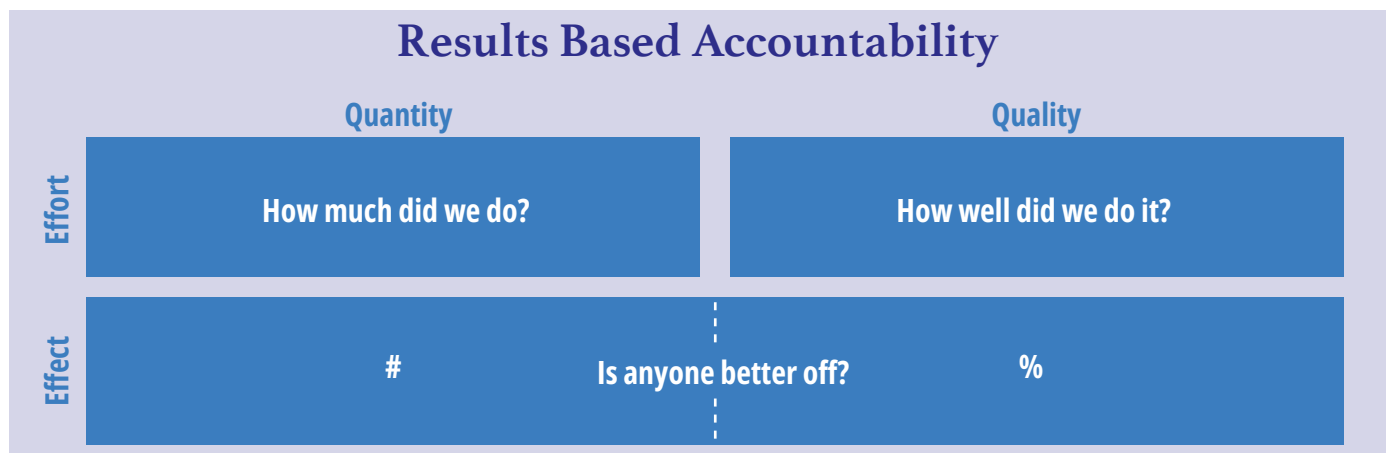
Outline Progress Measures and Evaluation Methods

As with all of our funded programs and strategies, as the Community Quarterback, the Partnership will utilize the Results-Based Accountability framework to measure performance using three core types of metrics:

- How Much Did We Do? - which measures the *quantity* of our *efforts*

- How Well Did We Do It? - which measures the *quantity* of our *efforts*

- Is Anyone Better Off? - which measures both the *quantity and quality* of the *effects* of our services

The proposed metrics for each program or strategy included in the initial Implementation Funding Request were designed by the Partnership's Chief of Compliance, who is a certified RBA trainer with over a decade of experience implementing the RBA framework internally, as well as externally with and for community partners. Performance measure data will be collected on a quarterly basis, reviewed by staff of the ENOUGH Initiative and the Leadership Team to ensure appropriate milestones are being reached and strategies are on track for a successful year. This data will also be included as part of the spring 2026 monitoring visits (to be conducted by the ENOUGH Manager & members of the Leadership Team) and will inform the Year 2 Implementation Proposal and updates to the Neighborhood Action Plan. As of the publication of this plan, the proposed metrics are in draft and will be finalized with input from the Leadership Team and the Governor's Office for Children prior to implementation in November 2025.

Results Based Accountability

	Quantity	Quality
Effort	How much did we do?	How well did we do it?
Effect	#	Is anyone better off? %

Implementation Year 1: Funded Strategies

Program/Strategy 1: Two-Gen Flourishing Families Program		
How Much	**How Well**	**Better Off**
• PM: Total # of families served (unduplicated) • PM: Total # of families that received child care assistance • PM: Total # of families that received down payment assistance	• PM: % of families with action plans developed within 14 days of enrollment (unduplicated) *NUM: # measure* *DEN: # of families with action plans*	• PM: # and % of families that increase economic stability by program exit *NUM: # measure* *DEN: # of families that have improved employment or household income due to the addition of child care assistance* • PM: # and % of families that are on the path to homeownership by program exit *NUM: # measure* *DEN: # of families that have established a down payment fund for purchase of a home*

Program/Strategy 2: Youth Entrepreneurial Program		
How Much	**How Well**	**Better Off**
• PM: # youth enrolled in the program (unduplicated) • PM: # of sessions offered during program	• PM: Average program attendance rate	• PM: # and % youth that graduate the program (attend minimum of 10 sessions) *NUM: # measure* *DEN: # of youth enrolled in the program* • PM: # and % of youth that present a fundable project at program conclusion *NUM: # measure* *DEN: # of youth enrolled in the program*

Program/Strategy 3: Expanded Child Care in Brooklyn Park		
How Much	**How Well**	**Better Off**
• PM: # of providers enrolled in the training program	• PM: % of participants who felt their coordinator was readily available to assist and help guide them through the process *NUM: # measure* *DEN: # of participants completing the post-training survey*	• PM: # and % of providers that graduate the program *NUM: # measure* *DEN: # of providers recruited* • PM: # and % of new childcare slots in Brooklyn Park *NUM: # measure* *DEN: # of existing child care slots in Brooklyn Park*

Program/Strategy 4: School-based Afterschool Tutoring		
How Much	**How Well**	**Better Off**
• PM: # elementary school-aged youth served (unduplicated) • PM: # of middle school-aged youth served (unduplicated) • PM: # of high school-aged youth served (unduplicated)	• PM: Average program attendance rate	• PM: # and % of participants who demonstrated an increase in school attendance as indicated by a comparison of the report card data for the marking periods before and after program participation *NUM: # measure* *DEN: # of youth in the program* • PM: # and % of participants who demonstrated an increase in grades (overall GPA) as indicated by a comparison of the report card data for the marking periods before and after program participation *NUM: # measure* *DEN: # of youth in the program*

Program/Strategy 5: Park Elementary Youth Behavioral Program		
How Much	**How Well**	**Better Off**
• PM: # of youth enrolled • PM: # of sessions offered	• PM: Average duration of enrollment for youth served by the program *NUM: Enrollment periods for all youth served by the program* *DEN: # of youth enrolled in the program*	• PM: # and % of participants who demonstrated an increase in school attendance as indicated by a comparison of the report card data for the marking periods before and after program participation *NUM: # measure* *DEN: # of youth in the program* • PM: # and % of participants who demonstrated an increase in grades (overall GPA) as indicated by a comparison of the report card data for the marking periods before and after program participation *NUM: # measure* *DEN: # of youth in the program* • PM: # and % of participants who demonstrated improvement in behavior by end of the program year *NUM: # measure (based on number of discipline referrals for behavior received during program enrollment)* *DEN: # of youth in the program*

Program/Strategy 6: Youth Mental Health First Aid		
How Much	**How Well**	**Better Off**
• PM: # of people trained • PM: # of training sessions held	• PM: % of participants who felt that their trainer was knowledgeable and effective based on post-session survey responses *NUM: # measure* *DEN: # of surveys completed/submitted*	• PM: # and % of participants that demonstrate an increase in ability to recognize youth mental health challenges based on post-session assessment *NUM: # measure* *DEN: # participants* • PM: # and % of participants that demonstrate an increase in confidence to respond to youth mental health challenges based on post-session assessment *NUM: # measure* *DEN: # participants*
Program/Strategy 7: Mentoring		
How Much	**How Well**	**Better Off**
• PM: # of youth enrolled • PM: # of sessions offered	• PM: Average attendance rate for enrolled youth *NUM: Cumulative attendance for all enrolled youth* *DEN: # of youth enrolled in the program*	• PM: # and % of participants who demonstrated an increase in school attendance as indicated by a comparison of the report card data for the marking periods before and after program participation *NUM: # measure* *DEN: # of youth in the program* • PM: # and % of participants who demonstrated an increase in grades (overall GPA) as indicated by a comparison of the report card data for the marking periods before and after program participation *NUM: # measure* *DEN: # of youth in the program*

"We need a community kitchen at the Community Center to bring families/ community together."

Program/Strategy 8: STEM & Sports Afterschool Program

How Much	How Well	Better Off
• PM: # of youth enrolled • PM: # of units on coding offered • PM: # of sports sessions offered • PM: # of units on math skills offered	• PM: Average attendance rate for enrolled youth *NUM: Cumulative attendance for all enrolled youth* *DEN: # of youth enrolled in the program*	• PM: # and % of participants who indicated a new interest in coding after participating in the program based on end-of-year program survey responses *NUM: # measure* *DEN: # of youth enrolled* • PM: # and % of participants who indicated a new interest in team sports after participating in the program based on end-of-year program survey responses *NUM: # measure* *DEN: # of youth enrolled* • PM: # and % of participants who demonstrated an increase in math mastery based on final report card data and/or teacher reporting *NUM: # measure* *DEN: # of youth in the program*

Program/Strategy 9: Football Scholarships

How Much	How Well	Better Off
• PM: # of outreach efforts made to share scholarship program with eligible youth • PM: # of youth that applied for scholarships	• PM: % of applicants (both recipients and non-recipients) that felt the process was transparent, fair, and supportive based on satisfaction survey *NUM: # measure* *DEN: # of survey responses*	• PM: # and % of youth that were awarded scholarships *NUM: # measure* *DEN: # of applications received* • PM: # and % of youth that were awarded scholarships that would otherwise not have been able to participate in football based on satisfaction survey *NUM: # measure* *DEN: # scholarships awarded*

Program/Strategy 10: Mechanics Apprenticeship Program

How Much	How Well	Better Off
• PM: # of youth enrolled in the summer program • PM: # of training sessions offered	• PM: % of youth that participate in the summer program that progress to the Training Academy *NUM: # measure* *DEN: # of youth enrolled in the summer program*	• PM: # and % of youth that complete the summer program *NUM: # measure* *DEN: # of enrolled youth* • PM: # and % of youth that complete the Training Academy *NUM: # measure* *DEN: # of enrolled youth*

Communication Plan

Communication and feedback loops are already built and operating. They will be strengthened and embellished during the implementation period. Traditional public facing strategies will be coordinated with the communications team in the County Executive's Office, as well as with the ENOUGH team in the Governor's Office for Children. Residents will continue to be front and center in all our communication and feedback strategies. The Partnership (CQ) has a dedicated website for the ENOUGH Brooklyn Park Initiative. Community facing information will be user-friendly and human centered.

RESIDENTS:

- A kickoff event, mirroring the successful event for the Track 2 Announcement, will be coordinated with the County Executive's Office, GOC and all partners and held at a local venue to ensure as many residents as possible hear from us. The kickoff meeting will be followed by smaller meetings in neighborhood venues offering the same information with the same opportunities for feedback.

- The Resident Council and Leadership Team will continue to perform outreach to residents in their own circles including the Patapsco Park/Pumphrey census tract. Information dissemination and feedback are created through small, purposefully convened meetings, engagement in existing community events and meetings, email chains, flyers and presentations.

- The Brooklyn Park Community of Hope list of stakeholders (196) will be used to gather continuing data, help with evaluation and email updates to the general community monthly.

- The Partnership's Community Resource Coordinators will work with the Community School Managers to ensure parents are kept informed, can offer feedback and are part of the iterative process of ongoing evaluation.

- The partner not-for-profits will use their networks to connect with residents in-person and through text or email to ensure information about progress and evaluation is continual.

- The designated Storyteller will continue to capture activities and events through photos and video which will be distributed through electronic media, including social media. In the implementation period, the Storyteller will work with the Youth Committee to ensure the right social platforms are used to reach youth.

ALL STAKEHOLDERS

- The Partnership has already developed an ENOUGH webpage on the county's website. The county's Comms Team will help enhance the reach of the page. All minutes, actions and meeting agendas are displayed there, and updated regularly, as well as photographs and videos of events and the network of accountability for ENOUGH.

- A Clear Impact Score Card will be developed using RBA principles of Program and Population level indicators and outcomes in line with the strategies under the Brooklyn Park ENOUGH Initiative. It will be embedded on the ENOUGH website.

- A national audience will be enhanced by inclusion in the Investing In Flourishing launched by the Federal Reserve Bank of New York as part of its ongoing "Making Missing Markets" initiative.

- Because all of this information is publicly available, we will leverage this when partnering and seeking funding.

- The Community Foundation of Anne Arundel County is represented on the Partner Team and is our advisor and outreach specialist related to philanthropic funding and marketing.

Evaluate, Adjust and Sustain

- Indicator data will be evaluated as it is made available, generally on an annual basis. In the first year, programs will provide programmatic reporting quarterly that will be shared with Leadership and Resident Council.

- Monitoring will be conducted by Leadership Team members in Spring 2026.

- At an in-person meeting in May 2026, the Leadership Team (supported by the Partner Team) will review strategy data, evaluate performance and recommend adjustments, as needed. They will also consider whether to adjust the Neighborhood Action Plan, as well as prepare for upcoming implementation funding.

Sustainability

The work of sustaining the ENOUGH Initiative has already started:

- Partners at the county, not-for-profit and philanthropic community are already in place and motivated. The CQ is continually searching for appropriate funding sources, including grants recommended by the Governor's Office for Children.

- A significant amount of cash matches through partnerships, grant writing and fundraising has already been secured ($16 million+).

- The inclusion of the Brooklyn Park Community of Hope in the National Investing In Flourishing project offers increased visibility on the national stage for other opportunities and investments.

- Research for grants and private funding is ongoing. It will be easier now that we have outlined our long-term strategies.

- Anne Arundel County government is firmly behind the initiative and will support ongoing improvements in the neighborhood.

- Local philanthropy is on the Partner Team and has already offered $300,000 to support the Initiative. That support will be ongoing as the Brooklyn Park Needs Assessment aligns with the county's Need Assessment (Poverty Amidst Plenty, VIII) that highlights the area as most in need of resources and support.

Anne Arundel County Partnership
for Children, Youth & Families

For more information on the Partnership or our
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