

BALTIMORE CHILDREN'S CABINET



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"We stand at an urgent moment that is ripe for real, substantive change to address decades of systemic inequity and racism.

The Children's Cabinet is...deeply committed to advancing solutions, repairing broken systems and giving our all to make sure that every child in Baltimore lives a life full of promise, opportunity and access."

Angelique Jessup, Program Director
Fund for Educational Excellence
Youth Literacy Workgroup



Our children and our youth are our city's most important asset. They are clear-eyed and have a sense of truth that only comes with being young. They have full futures ahead of them. And while, yes, they bring the challenges we all bear as human beings, they represent pure possibility. They are our hope.

Yet out of the gate, too many of our children and youth in Baltimore City face obstacles to success, obstacles rooted in racism and inequity and obstacles that can overwhelm. But we cannot let those obstacles define our youngest citizens and their futures. My administration is committed to prioritizing our youth—to focusing on and investing in their promise not their shortcomings, and to engaging them in conversations that not only directly affect them, but that will advance equity in the city they will inherit and one day lead.

The Baltimore Children's Cabinet is the vehicle for making good on that commitment, and its 2021 Action Plan is a critical first step. Let our most important work begin now.

Mayor Brandon M. Scott



Our commitment to Baltimore's children can only be realized through collective action and collective impact. The work of the Baltimore Children's Cabinet in the last year is a powerful example of what collective action can achieve. Nearly 200 individuals and representatives of dozens of entities came together virtually and leveraged professional expertise, best practices and guidance from the community to identify specific actions that allow us now to start down the path of reversing the unacceptable odds our children face and work towards a city where all children can thrive. We will learn from and refine the work as we go, but forging forward to drive change is the most important step—and, we need everyone on board.

Tisha Edwards. Executive Director Mayor's Office of Children & Family Success **Baltimore Children's Cabinet Chair**

he Baltimore Children's Cabinet brings together city and state agencies and external partners to align and focus programs and investments for Baltimore City's children and youth.

The need to improve outcomes for our children and families is great. No one agency or organization can do the work alone; we all must lean in and lean on one another. Every Children's Cabinet member was included strategically as an asset in this work; every one adds value to the conversation, and every one shares a deep commitment to our city and our children. And collectively, cabinet members are moving with urgency to disrupt multigenerational cycles of poverty and trauma. The Children's Cabinet strives to be the incubator for smart policies, resources and dynamic, data-driven programs for all of Baltimore's children and families.

The Children's Cabinet is staffed by the Mayor's Office of Children & Family Success, an agency dedicated to ensuring Baltimore's children and families have access to the resources and opportunities they need to succeed and thrive—through citywide coordination of services, policymaking, strategic allocation of resources and deep engagement with partners and the community.

The work of the Children's Cabinet is organized by seven priorities:

- Increase early childhood development
- Decrease youth food insecurity
- Decrease youth homelessness
- Increase youth literacy
- Increase trauma-informed care for youth
- Increase youth diversion practices
- Break down historical barriers to success for boys and young men of color

"The work of the Children's Cabinet will be critical in addressing the root causes of the inequities and disparities that are roadblocks to our youth achieving success."

Dr. Jacqueline Fulton, Pediatrician Total Health Care Trauma-Informed Care Workgroup

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BALTIMORE CHILDREN'S CABINET MEMBERS

CITY AND STATE AGENCIES

Baltimore City Department of Housing and Community Development

Baltimore City Department of Social Services

Baltimore City Department of Transportation

Baltimore City Health Department

Baltimore City Public Schools

Baltimore Police Department

Baltimore City Recreation & Parks

Department of Juvenile Services

Department of Planning

Enoch Pratt Free Library

Housing Authority of Baltimore City

Mayor's Office of Children & Family Success

Mayor's Office of Neighborhood Safety & Engagement

Mayor's Office of Employment Development

Mayor's Office of Homeless Services

Office of the State's Attorney for Baltimore City

EXTERNAL PARTNERS

Baltimore Children and Youth Fund

Baltimore Civic Fund

Baltimore City Community College

Baltimore's Promise

Behavioral Health System Baltimore

Family League of Baltimore



"We all have a duty to encourage those around us to greatness. The youth are our future. Pouring into them and coming from a place of compassion, understanding and commitment will produce positive results."

Karlice Moss-Teams, Youth Diversion Coordinator Mayor's Office of Neighborhood Safety & Engagement Youth Diversion Workgroup

The Unacceptable Odds*

63%

children enter City Schools kindergarten unprepared >33%

Baltimore youth are food insecure

1 in 25

City Schools students experience homelessness

84%

City Schools students enter 9th grade below reading level >40%

City Schools students were chronically absent in 2019

90%

juvenile arrests in 2018 involved Black & Brown youth 69%

homicide victims in Baltimore in 2018 were Black men



*Though in some cases not the most current, these

are the data points the

Children's Cabinet used

in 2019-2020 to inform its priorities and key actions

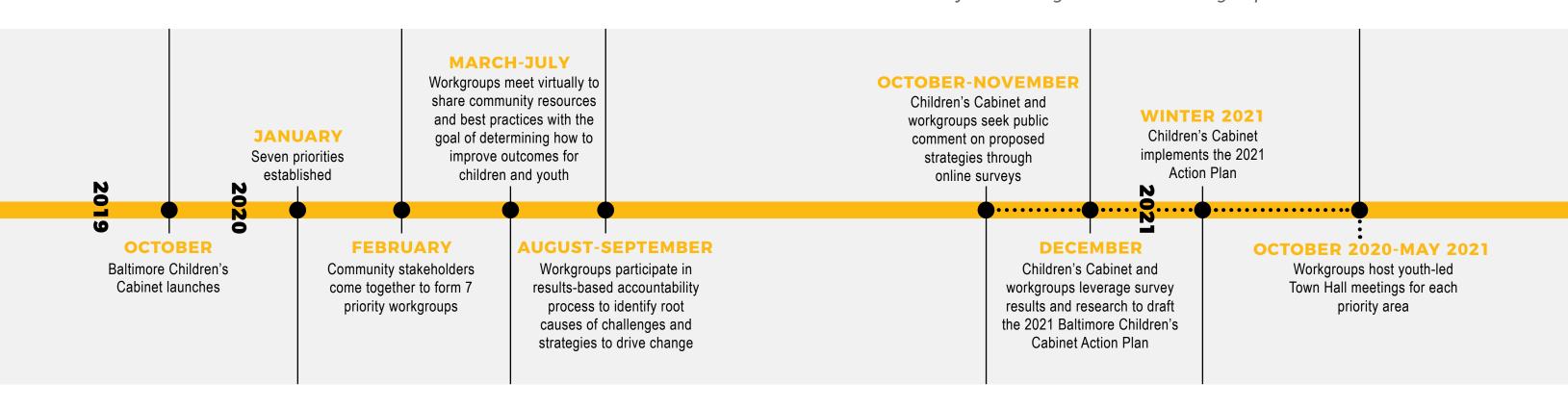
"What am I going to eat? Who's gonna take care of my siblings while I'm at school? What jobs can I get? It's too many questions a teenager or child shouldn't have to be worried about at a certain age. And we are worried about it, because we are the people caring for ourselves."

Jada Johnson, Baltimore Youth

TIMELINE

"Young people in Baltimore are gifted and full of promise."

Ricardo O. Neal, President & CEO
We Will All Rise, Inc.
Success for Boys and Young Men of Color Workgroup



















Cabinet Workgroup Members (a few of the 180)





LAYING THE GROUNDWORK FOR THE COMMUNITY

The Baltimore Children's Cabinet 2021 Action Plan reflects a collective perspective drawn from dozens of partners and extensive input from stakeholders in the community. It provides a path forward for the Children's Cabinet and all who work daily to lift up Baltimore's children and youth.

Leveraging 1,300+ survey responses, town hall feedback, research findings and the workgroups' own professional expertise, each workgroup identified two actions that intersect across priority areas. During 2021, the Children's Cabinet will launch these **15 actions** to identify which have greatest potential to be scaled to improve the lives of young people in measurable ways.



"Everyone deserves an equal opportunity. At Poly we have very good student supports. Not every public school does."

Keegan Taylor, Baltimore Youth

▶15 ACTIONS

- 1 Work with partners to engage parents in early childhood development by increasing access to information and resources, and creating opportunities for parents to share among peers.
- 2 Inform improvement of early childhood development services and outcomes by linking cross-sector data, analyzing families' access to comprehensive resources, and publishing a report of the early childhood landscape in Baltimore.
- **3** Reduce **youth food insecurity** by activating youth to lead and engage peers in a food distribution response that includes youth engagement in urban agriculture.
- **4** Build youth civic engagement and advocacy skills to pursue policy changes that impact **youth food insecurity**, including expansion of SNAP benefits for youth.
- Strengthen youth homelessness prevention and early intervention efforts by deepening partnership among providers and agencies who work with vulnerable families and youth.
 practices and foster a culture of safety and belonging, particularly among our most marginalized young people.
 Support success for boys and young men of color by increasing the presen
- 6 Pursue grant funds to address **youth homelessness** with emergency shelter and transitional housing.
- 7 Launch an "Earn to Learn" program for older youth to increase **literacy** skills, while providing integrated mental health services.
- 8 Partner with Baltimore's adult high school operator to help establish a community-based hub for older youth with academic support to improve literacy and a range of resources and services.

- 9 Strengthen trauma-informed care with a youth-led public information campaign that destigmatizes mental health care, particularly for boys and young men of color, and increases awareness of available services.
- 10 Make trauma-informed care services more responsive with more ways to collect information on the adverse childhood experiences (ACEs) and resilience factors of Baltimore youth.
- 11 Support the Baltimore Police
 Department's Youth Interactions Policy
 and pilot alternatives to 911 and arrests
 for youth who participate in risky
 behavior to connect them to youth
 diversion resources and
 positive programming.
- 12 Support community organizations with accredited youth development frameworks to advance youth diversion practices and foster a culture of safety and belonging, particularly among our most marginalized young people.
- 13 Support success for boys and young men of color by increasing the presence of men of color in schools as teachers, administrators, support staff and volunteers.
- 14 Deepen interagency partnerships to support boys and young men of color by driving reductions in recidivism and increasing youth diversion practices.
- 15 Lead collective advocacy for policy and legislative changes that advance the priority areas of the Children's Cabinet and support Baltimore's children and youth.

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"I want adults to know and understand how hard we work, and to create mutual understanding and adult support to improve youth and student morale."



Francisco Loayzo-Tozar, Baltimore Youth

A CALL FOR COLLECTIVE IMPACT

The 2021 Action Plan represents what a broad community of people has said must happen in order to advance the seven priorities of the Children's Cabinet and improve the lives of Baltimore's children and youth. The Children's Cabinet will cultivate the resources to realize these actions. The Action Plan brings focus to how we will allocate those resources. And the execution of these actions sits with us all. Our work—and our success in that work—is about collective action and collective impact.

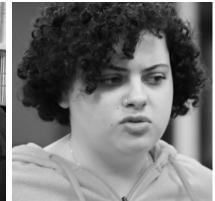
"The Children's Cabinet is working to incorporate the perspectives of youth, family members, service providers, governmental agencies and community-based organizations, all of which are important in crafting services and supports for Baltimore's children, youth, families and communities. As important as it is to identify programs and policies that need to be improved or expanded, it is even more important to have a group monitoring the trajectories and collective impacts moving forward so more in Baltimore will want to work together. We need more engagements that help agencies, organizations and individuals understand how they can help children and youth to get on and progress along pathways to success. We also need to support the efforts of the Children's Cabinet to reduce the substantial individual and neighborhood inequities that exist in Baltimore."

Dr. Phil Leaf, ProfessorJohns Hopkins Bloomberg School of Public Health *Trauma-Informed Care Workgroup*

















EARLY CHILDHOOD DEVELOPMENT

63% of children enter kindergarten in Baltimore City Public Schools without a foundation for academic success. The deep racial and economic inequities that drive our city's persistently high rates of preterm births, low birth weights and childhood trauma, coupled with families' lack of access to quality childcare and healthy food, all contribute to children starting school unready to learn.

*Data point used by the Children's Cabinet to inform priorities and key actions



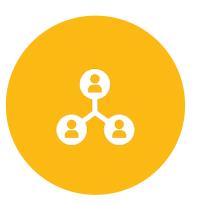
WORKGROUP MEMBERS

- · Advocates for Children and Youth
- Baltimore City Child Care Resource Center at The Family Tree
- Baltimore City Department of Transportation
- Baltimore City Head Start Collective
- Baltimore City Health Department,
 Bureau of Maternal and Child Health
- Baltimore City Public Schools
- Baltimore Civic Fund
- Baltimore Education Research Consortium
- Early Childhood Advisory Council
- Enoch Pratt Free Library
- Family League of Baltimore

- Housing Authority of Baltimore City
- Institute for Innovation in Development, Engagement and Learning Systems, Johns Hopkins University School of Education
- Institute for Innovation and Implementation, University of Maryland School of Social Work
- The Literacy Lab
- Mayor's Office of Children & Family Success
- Mayor's Office of Immigrant Affairs
- Modell Performing Arts Center at the Lyric
- Smart Steps
- Strategic Thinking for Social Change
- Wright Family Foundation

Our Vision: All Baltimore City children enter kindergarten ready to learn.

What Baltimore families said they want to see:



51%

RESOURCES

an opportunity for parents to share resources



46%

ACCESSIBILITY

greater access for parents to childcare or preschools



43%

COLLABORATION

more collaboration across services for young children (e.g., health services and preschools)

ACTIONS FOR 2021

Engage more parents and caregivers in their young children's education and development by creating a website, social media and promotional materials that share resources, strategies and information. Practitioners and early education experts support parent engagement to improve early education outcomes, because as caregivers become more informed and equipped, their children become more ready to learn.

Produce and distribute a report of early childhood services and outcomes across Baltimore. Linking cross-sector data that informs potential opportunity gaps between services provision and the needs of families with young children, which will hold us collectively accountable for children's success. This report will help providers distribute services equitably, track trends for families with young children, enhance service quality and improve outcomes over time.

YOUTH FOOD INSECURITY

>33% of Baltimore youth lack routine access to nutritious food. Concentrated poverty and community disinvestment caused by structural racism create barriers to this vital resource, including lack of income to buy food and lack of neighborhood food stores ("food deserts") and transportation to reach stores. For many, these barriers persist into adulthood: More than one in four city residents rely on the state's Supplemental Nutrition Assistance Program program.

*Data point used by the Children's Cabinet to inform priorities and key actions



WORKGROUP MEMBERS

- Baltimore City Public Schools, Food and Nutrition Services
- Center for Adolescent Health, Johns Hopkins University Bloomberg School of Public Health
- City Weeds
- CUPs Coffeehouse
- Department of Planning, Food Policy and Planning
- Family League of Baltimore
- HeartSmiles
- Hopkins Community Connection, Johns Hopkins Medicine

- Maryland Hunger Solutions
- Mayor's Office of Children & Family Success, Baltimore City Community Action Partnership
- No Boundaries Coalition
- Share Our Strength
- UEmpower of Maryland's The Food Project and Seedy Nutty
- · University of Maryland School of Nursing
- Women, Infants and Children Program, Johns Hopkins University Bloomberg School of Public Health

Our Vision: All Baltimore City youth have ready and routine access to nutritious food.

What Baltimore families said they want to see:



77%

URBAN GARDENS

community gardens and urban farms where neighbors grow food for neighbors



74%

RESOURCES & PROGRAMMING

youth-led mapping of food resources and nutrition education programs

ACTIONS FOR 2021

Identify youth leaders to engage their peers in food security work. A youth-led effort that leverages social media and other targeted strategies to grow awareness of healthy food options and food giveaways will reduce youth food insecurity. Youth leaders can also engage their peers in urban agriculture to grow food for families and communities and develop new skills.

2 Train youth as advocates for policy and legislative changes related to food insecurity, and pursue expansion of SNAP benefits for youth. Empowering youth to be their own advocates puts their voices at the center of conversations with decision-makers about issues and solutions that matter most to them. Engage cohorts of youth to identify issues in their community, understand current policies, form relationships with influencers and decision-makers and advocate for change.

YOUTH HOMELESSNESS

Nearly 1 in 25*

Baltimore City Public Schools students reported experiencing homelessness or insecure housing in 2019 (though the actual number is likely higher). More than half of youth experiencing homelessness in Maryland live in Baltimore City. Many factors contribute to depriving young people in Baltimore of safe and stable housing, including key local responses that overlook the needs and interests of young people.

*Data point used by the Children's Cabinet to inform priorities and key actions

WORKGROUP MEMBERS

- Baltimore City Public Schools
- Homeless Persons Representation Project, Lawyers Ending Homelessness
- JOY Baltimore

- Mayor's Office of Children & Family Success
- Mayor's Office of Homeless Services
- Springboard Community Services

Our Vision: All Baltimore City youth have safe and sustainable housing.

What Baltimore families said they want to see:



52%

HOUSING

permanent affordable housing, not time-limited options



47%

MENTAL HEALTH

mental health care (including family therapy and traumafocused behavioral therapy)

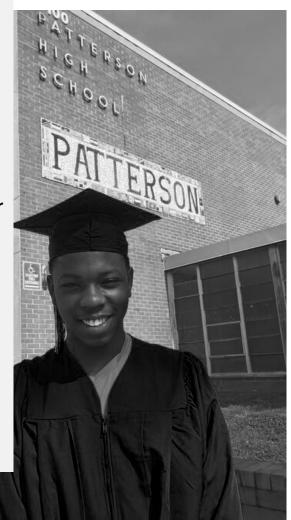
ACTIONS FOR 2021

- Partner with city agencies and other organizations to support families and youth at high risk of homelessness. Low income and lack of affordable housing can cause family homelessness, and conflict within family units is a frequent cause of youth homelessness. Trauma-informed early intervention efforts by agencies and youth homeless service providers can preserve family ties and prevent youth homelessness.
- Secure federal grant funding to support youth emergency shelter, supportive services and transitional housing. Youth experiencing homelessness in Baltimore have extremely limited access to emergency shelter, and youth transitional housing does not meet current demand.

YOUTH LITERACY

84% of Baltimore City Public Schools students enter high school reading below grade level, and many graduate unprepared to succeed in careers or college, a reality compounded by insufficient support structures for youth as they grow into adulthood. Just 11% of City Schools graduates earn a two- or four-year degree within six years of leaving high school and City Schools graduates face high rates of poverty and unemployment overall: Those with college degrees earn a median annual income of \$19,300, while those who don't enroll in college earn just \$13,400 a year. Literacy, school success and economic advancement are interdependent.

*Data point used by the Children's Cabinet to inform priorities and key actions



WORKGROUP MEMBERS

- Annie E. Casey Foundation
- Baltimore City Community College
- Baltimore City Public Schools
- · Baltimore's Promise
- Child First Authority
- Enoch Pratt Free Library

- Fund for Educational Excellence
- The Literacy Lab
- Maryland Family Network
- Mayor's Office of Children & Family Success
- Mayor's Office of Employment Development
- Modell Performing Arts Center at the Lyric

Our Vision: All City Schools graduates read at the level needed for success in college or career.

What Baltimore families said they want to see:



81%

PROGRAMMING

more programs that build youth literacy and skills to meet career goals and dreams



81%

RESOURCES

a "one-stop shop" for youth academic and employment resources and support



78%

MENTAL HEALTH

better access to mental health care and counseling

ACTIONS FOR 2021

Launch an "Earn to Learn" program for older youth to improve literacy skills. Because many older students need to spend out-of-school time working, they need to earn a wage while participating in academic support programs that are culturally relevant, connected to career goals and address mental health and any underlying trauma.

Create a community-based hub where young adults access academic support to improve literacy and employment pathways, resources and services. Modeled on successful community schools and based at the new adult high school planned for South Baltimore, the hub will be for young adults ages 16-24. Services will include help with navigating employment, training or educational opportunities, mental health care, housing services and other resources for individuals and families.

TRAUMA-INFORMED CARE

Public Schools students were chronically absent in 2019. Research shows that adverse childhood experiences (ACEs) can result in academic challenges for youth, including chronic school absence. Systemic racism drives a lack of equitable access to coordinated physical and mental health services, and perpetuates a cycle of dysfunction that denies too many Baltimore youth the chance to heal—and succeed in school and life.

*Data point used by the Children's Cabinet to inform priorities and key actions



WORKGROUP MEMBERS

- Arts Every Day
- Art with a Heart
- Baltimore City Health Department
- Baltimore City Department of Social Services
- Baltimore Recreation & Parks
- Baltimore Symphony Orchestra OrchKids
- Behavioral Health System Baltimore
- CLIA (Community Law in Action)
- Department of Planning

- HeartSmiles
- Holistic Life Foundation
- Johns Hopkins Medical, Centro SOL
- Johns Hopkins University Bloomberg School of Public Health
- Mayor's Office of Children & Family Success
- University of Maryland School of Social Work
- Youth Resiliency Institute

Our Vision: All Baltimore City youth access the supports to heal, become resilient and succeed in life.

What Baltimore families said they want to see:



55%

HEALTH CARE

universal health care, including mental health care for parents and youth



52%

MENTORSHIP

more mentoring programs, specifically community-based mentoring



46%

PROGRAMMING

sports and other recreational programs

ACTIONS FOR 2021

Partner with youth leaders and mental health providers to conduct a citywide public awareness campaign to promote mental health. The disproportionate exposure of Baltimore's Black and Brown communities to trauma and violence contributes to academic challenges and other negative youth outcomes. Yet stigma in the Black community around mental health and therapy can keep young people from seeking the care they need. The campaign will break down community stigma, promote mental and emotional wellness and connect youth to resources.

Pursue changes to state policies to make collection of information on children's adverse childhood experiences (ACEs) and resilience factors part of standard health care at pediatricians' offices and community clinics. We know that unless youth with multiple ACEs receive interventions, they are more likely to face academic failure, interactions with the juvenile justice system and poor health outcomes. Without a systemic approach to identify youth with multiple ACEs, we cannot make sure all children receive the supports and resources they need to thrive.

YOUTH DIVERSION

90%* of the 1,600 juvenile arrests in Baltimore City in 2018 involved Black or Brown young people and most were for nonviolent and minor offenses. Yet we know interventions by the justice system do more harm than good, and those who are diverted from court and detention are less likely to be rearrested and more likely to succeed in school. Lack of access to substantive out-of-school opportunities, basic necessities such as food and clothing, adult guidance and employment opportunities—all extensions of systemic inequities, disinvestment and biascontribute to the disproportionate number of arrests among youth of color in our city, where approximately 65% of the population is Black or Brown.

*Data point used by the Children's Cabinet to inform priorities and key actions

WORKGROUP MEMBERS

- Advocates for Children and Youth
- Annie E. Casey Foundation
- Attendance Works
- · Baltimore Museum of Art
- Baltimore Police Department
- Department of Juvenile Services
- Excellence & Ambition
- Family League of Baltimore
- Maryland Office of the Public Defender, Baltimore City

- Mayor's Office of Children & Family Success
- Mayor's Office of Neighborhood Safety & Engagement
- · Mayor's Office of Employment Development
- Mayor's Office of Performance and Innovation, CitiStat
- Office of the State's Attorney for Baltimore City
- Out for Justice
- Seedco
- Stand Up Baltimore

Our Vision: All Baltimore City youth have opportunities for effective diversion from the justice system.

What Baltimore families said they want to see:



59%

PROGRAMMING

more programs with sports, recreation, jobs and entrepreneurship opportunities



40%

MENTAL HEALTH

wrap-around services that include mental health services

ACTIONS FOR 2021

- Pilot a community-based system to redirect young people participating in risky behavior without engaging the police or juvenile justice system. Instead, community members can refer youth to positive programming, including mentorship, traumainformed care and wrap-around services. The referral system will connect community-based resources and services to youth and families.
- Increase capacity of existing youth development programs in communities where youth engagement opportunities, mentoring or diversion activities are scarce. Invest in and support smaller programs or replicate successful existing programs, and prioritize gender-responsive, evidence-based and culturally relevant programs that uplift community and youth leader participation.

SUCCESS FOR BOYS AND YOUNG MEN OF COLOR

69% of homicide victims in Baltimore in 2018 were Black men. Four times more Black men are unemployed than White men. And two-thirds of Black boys in Baltimore enter kindergarten unprepared. From their earliest years and on every life front, boys and men of color face unacceptable odds rooted in systems and a national culture designed to hold them back. Black and Brown boys and men are our city's most underutilized asset.

*Data point used by the Children's Cabinet to inform priorities and key actions



WORKGROUP MEMBERS

- Baltimore City Department of Transportation
- Bluford Drew Jemison STEM Academy West
- Center for Urban Families
- CLIA (Community Law in Action)
- Healing City Baltimore
- Johns Hopkins University Bloomberg School of Public Health
- Maryland MENTOR
- Mayor's Office of Children & Family Success, African American Male Engagement
- Morgan State University School of Social Work
- My Brother's Keeper-Baltimore
- We, Our, Us: Men's Unity Engagement Movement
- We Will All Rise, Inc.

Our Vision: All Baltimore City boys and young men of color are prepared for the future.

What Baltimore families said they want to see:



MENTORSHIP

community mentoring



57%

MENTAL HEALTH

trauma-informed mental health care

ACTIONS FOR 2021

- Partner with Baltimore City Public Schools to recruit males of color as teachers, administrators, support staff and volunteers to our public schools. Black male teachers can be role models, contributing to improved academic outcomes for Black boys. **Encouraging Black and Brown men to** volunteer in schools will grow the pool of mentors for boys and young men of color.
- Reduce recidivism for justice-involved youth through collaboration among the Department of Juvenile Services, the Office of the Public Defender, Baltimore City Public Schools and the African American Male Engagement team in the Mayor's Office of Children & Family Success. Together, these partners will increase the number of youth diverted from the juvenile and criminal justice systems, and increase access to supports and programs proven to reduce recidivism.

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ADVOCACY FOR POLICY CHANGES

The Baltimore Children's Cabinet is charged with improving the lives of Baltimore's children and youth, and changing policies and systems must be part of its work. The inequities and disparities that prevent our youth from achieving success are rooted in structural racism and generational poverty. Improving outcomes for children requires systemic—not programmatic—change. The Children's Cabinet will advocate for legislation and policies that break through systemic barriers and increase access to the opportunities and resources our young people need to succeed and thrive.

Policy areas that can improve life opportunities for Baltimore's children:

- Increasing investment in public schools
- Protecting family leave for new parents
- Increasing funding for the state's child care scholarship program
- Reducing referrals of youth to detention locations far from home
- Reducing adult charges for youth and incarceration of youth in adult prisons
- Limiting police presence in schools
- Eliminating indefinite probation for youth
- Expanding food assistance benefits for youth (e.g., SNAP)
- Increasing resources for youth mental health care



"I want to make some kind of difference for youth, to create a movement: What about the youth?"

Devine Bey, Baltimore Youth

"The Children's Cabinet strives to provide a platform where young people's voices can be lifted and heard in order to create equitable, sustainable changes for current and future generations in Baltimore City."

Kaitlyn Harper, Doctoral Candidate
Johns Hopkins University
Bloomberg School of Public Health
Youth Food Insecurity Workgroup

ACTION FOR 2021

The Children's Cabinet will champion policy and legislative changes that address the challenges identified in each of its seven priority areas to advance the wellbeing of Baltimore's children and youth. Too often advocacy efforts are narrowly focused, within sectors versus across sectors. This advocacy effort will bring together organizations and partners who may have acted independently in the past to support a collective agenda. The Children's Cabinet will also amplify the voices of youth, to put their voices at the center of conversations with decision-makers about the issues and solutions that matter most to them.

"We're in a critical time for our nation, and our children represent hope and possibility for our future. We must invest in them now."

Dr. Maeve Howett, Professor and Associate DeanUniversity of Maryland School of Nursing
Youth Food Insecurity Workgroup

CABINET WORKGROUP MEMBERS

(a few of the 180)

Sue Fothergill, Director of Strategic Programming
Attendance Works
Youth Diversion Workgroup





