SEPTEMBER 2026

ENOUGH

THEORY OF ACTION

ALLEGANY COUNTY

ENOUGH CAPACITY BUILDING INTERIM REPORT

STEPS TOWARD A NEIGHBORHOOD ACTION PLAN

LOCAL MANAGEMENT BOARD OF ALLEGANY COUNTY
1 FREDERICK STREET
CUMBERLAND, MD 21502

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I. PURPOSE OF THIS INTERIM REPORT

This interim report summarizes progress made through Allegany County's ENOUGH capacity-building work and identifies the next steps needed to support development of a future Neighborhood Action Plan. At this stage, the work is not intended to serve as a final action plan. Instead, it documents the foundation being built through asset mapping, community engagement, stakeholder conversations, site visits, early data identification, and preliminary review of local service strengths and gaps.

The purpose of this report is to show how Allegany County and its partners are moving from listening and information-gathering toward a more focused planning process. The work completed to date helps clarify what resources already exist, where residents and providers are identifying unmet needs, and what additional information will be needed to develop a future Neighborhood Action Plan. This includes better understanding the service landscape in and around the South Penn and John Humbird neighborhoods, identifying opportunities for stronger coordination, and beginning to consider place-based strategies that could support children, youth, and families experiencing concentrated poverty.

Consistent with the current capacity-building scope, this report focuses on early-stage planning activities, including asset mapping, community engagement, and the beginning stages of determining next steps toward neighborhood planning for low-income areas. The report is intended to provide a practical bridge between the work completed so far and the more detailed action-planning process expected in the next phase.

II. ENOUGH FRAMEWORK AND OVERARCHING GOALS

The Engaging Neighborhoods, Organizations, Unions, Governments and Households, or ENOUGH, Initiative is Maryland's place-based effort to address concentrated, generational child poverty by supporting communities as they identify needs, strengthen local partnerships, and develop strategies rooted in resident voice. In Allegany County, the ENOUGH work is focused initially on the South Penn and John Humbird neighborhoods, with the Local Management Board working alongside the City of Cumberland, Allegany County HRDC, and the Allegany County Department of Social Services.

A central principle of the ENOUGH Initiative is that residents and community partners must help shape the work. Rather than beginning with a predetermined plan, Allegany County's process is designed to listen to the people who live in the target neighborhoods, understand the services and supports currently available, and identify what additional coordination, investment, or capacity may be needed. This approach recognizes that families experience poverty through interconnected systems, including education, health, housing, transportation, employment, safety, and access to trusted supports.

Consistent with Maryland's ENOUGH Initiative, this assessment is organized around four shared community result areas:

- **CRADLE-TO-CAREER EDUCATION**
- **HEALTHY FAMILIES**
- **ECONOMICALLY SECURE FAMILIES**
- **SAFE AND THRIVING COMMUNITIES**

These four pillars provide the framework for organizing community conversations, reviewing available services, identifying gaps, and determining where future strategies may be needed. In Allegany County, the pillars are being used not only as broad goals, but also as a practical way to examine the current service landscape. By mapping local providers and programs against the four pillars, the County and its partners can begin to see where resources are already present, where services overlap, and where families may still face barriers despite the existence of programs.

This framework also supports the next phase of planning. The asset mapping, survey feedback, listening sessions, and site visits described in this report are intended to help Allegany County move toward a future Neighborhood Action Plan that is grounded in local data, resident experience, and realistic implementation capacity. The goal at this stage is to build a clearer understanding of community needs, existing strengths, and the systems-level challenges that must be addressed in order to improve outcomes for children, youth, and families.

III. ASSET MAPPING AND ENOUGH PILLAR ALIGNMENT

A major part of Allegany County's ENOUGH capacity-building work has been organizing the services and providers already available to children, youth, and families in the community. This work began with the broader service information available through Allegany County's ENOUGH website:

https://www.enoughallegany.com/

The ENOUGH website includes a fuller list of services and providers available to the community. Resources can be reviewed by service type, including care services, education, transit, work, and other categories. The website also includes a virtual navigation tool powered by Findhelp, which allows residents, providers, and community partners to search for specific services using an interactive online platform and map. Through this tool, users can find information such as website links, phone numbers, addresses, operating hours, eligibility information, and other service details. The tool is free and available for anyone in the community to use.

As part of the ENOUGH listening sessions held in 2026, time was dedicated to showing residents how to use the ENOUGH website and its Findhelp-powered service navigation tool.

From that broader list of available services, the project team developed an ENOUGH-specific asset map for this interim report. That asset map is included as **APPENDIX A**. The purpose of the asset map is to take the larger service directory and identify the providers, systems, and organizations most directly connected to ENOUGH's focus on child poverty, family stability, youth opportunity, and neighborhood well-being.

To move from the broader service list to the ENOUGH-specific asset map, the project team asked four basic questions:

1. **DOES IT SERVE CHILDREN, YOUTH, OR FAMILIES RAISING CHILDREN?**
2. **IS IT IN OR SERVING THE FOCUS AREA?**
3. **IS IT AN INSTITUTIONAL PARTNER RATHER THAN AN INDIVIDUAL PROVIDER?**
4. **DOES IT ADDRESS A ROOT CAUSE OF CHILD POVERTY?**

These questions helped the team focus on the services and organizations most relevant to the ENOUGH planning process. For example, services that only serve adults or seniors were generally not included unless they had a clear connection to families raising children. Individual private providers were generally not included, while larger systems, public agencies, community organizations, authorities, and other institutional partners were included when they had a direct connection to children, youth, families, or neighborhood conditions. In some cases, local health providers were included when they were located in or served the focus area and addressed child or family well-being (such as Archway Station on Queen Street in the John Humbird area).

Using this approach, the project team identified 53 community assets for inclusion in Appendix A. The asset map includes the name of each asset, its general service category, a brief description of key services, and its alignment with the four ENOUGH pillars: **CRADLE-TO-CAREER EDUCATION, HEALTHY FAMILIES, ECONOMICALLY SECURE FAMILIES,** and **SAFE AND THRIVING COMMUNITIES**. The appendix table is organized around those pillar areas and uses an "X" to show where each asset appears to align.

The assets included in Appendix A cover several major service areas, including:

1. Food assistance and nutrition,
2. Community and faith-based organizations,
3. Health and behavioral health,
4. Housing and homeless services,
5. Schools and educational programs,
6. Youth development programs, and
7. Workforce development and employment.

Examples include food and nutrition providers such as Allegany Mountain Fresh Farmers Market, Interfaith Community Pantry, and Western Maryland Food Bank; public and system partners such as the Allegany County Department of Social Services, Allegany County Transit Department, Local Management Board, and Allegany County Health Department; and youth, education, and workforce partners such as Allegany County Public Schools, Allegany College of Maryland, The Salvation Army, YMCA of Cumberland, Horizon Goodwill Industries, DORS, and Western Maryland Consortium.

The pillar alignment process helps show how existing services connect to ENOUGH's broader goals. Some assets align mainly with one pillar, while others support more than one. For example, HRDC is shown across all four pillars because its services include Head Start and Early Head Start, energy assistance, weatherization, housing, and transportation. Allegany County Public Schools is also shown across all four pillars because of its role in public K-12 education, community schools, student health, and family supports.

At this stage, the asset map serves as a planning tool. It helps move the ENOUGH process from a broad list of available services toward a clearer understanding of which assets are most relevant to children, youth, families, and the focus neighborhoods. It also creates a starting point for the next phase of work: comparing existing assets with resident feedback, listening session themes, stakeholder interviews, and available data to better understand where services are strong, where coordination could improve, and where gaps may still exist.

PRELIMINARY GAP ANALYSIS

The asset map shows that Allegany County has a strong base of organizations serving children, youth, and families. The community has public agencies, nonprofit organizations, schools, health and behavioral health providers, housing providers, food assistance programs, transportation resources, workforce partners, faith-based organizations, and youth-serving programs. Several organizations also operate across more than one area of need, which is important because families rarely experience challenges in only one category.

At the same time, the presence of services does not always mean that families can easily find, reach, qualify for, or use them. Survey responses, listening session feedback, and stakeholder conversations suggest that many of the most important gaps are not simply about whether a service exists. They are about access, awareness, timing, transportation, trust, and coordination.

Based on the asset map and early community feedback, several preliminary gaps emerged:

- **NAVIGATION AND AWARENESS –** Families may not know what services exist, where to begin, or how to move through eligibility, application, and referral processes.
- **TRANSPORTATION AND LOCATION –** Services may exist but still be difficult to reach, especially for families without reliable transportation or for students and residents whose needs do not align with existing routes or schedules.

- **CHILD CARE AND SCHEDULING –** Parents and caregivers may struggle to participate in employment, training, services, or programs when child care is unavailable, unaffordable, or not aligned with work and program hours.
- **CAPACITY AND SCALE –** Existing providers may be doing important work but may not have enough capacity to meet the full level of need, particularly around housing, behavioral health, youth programming, and family stabilization.
- **COORDINATION AND FOLLOW-THROUGH –** Providers often know one another and collaborate, but families may still experience services as fragmented across multiple agencies, applications, locations, and requirements.
- **NEIGHBORHOOD-LEVEL ACCESS –** Countywide resources may not be equally accessible or practical for all neighborhoods, especially in areas where poverty, transportation barriers, school attendance challenges, and basic-needs pressures overlap.

IV. COMMUNITY SURVEY RESULTS

Community engagement for Allegany County's ENOUGH capacity-building work began with a doorhanger survey distributed in 2025 in the two initial focus communities: South Penn and John Humbird. The survey was intended to begin gathering resident feedback before the in-person community meetings and to help identify early themes related to family needs, service access, youth opportunities, neighborhood safety, communication, and barriers to participation.

A total of **36 RESIDENTS** completed the survey. Respondents were not required to answer every question, so the number of responses varies by question and is shown on each chart as "n." Percentages are based on the number of people who answered each question and may not total exactly 100% due to rounding.

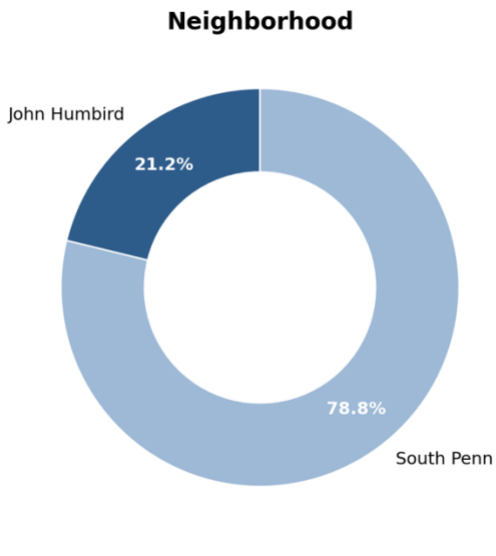
The survey results should be understood as early community feedback rather than a statistically representative sample. Even so, they provided an important starting point for the ENOUGH process. The responses helped identify issues residents wanted to discuss further and shaped the conversations held during the later community meetings at John Humbird Elementary, South Penn Elementary, and other locations.

The findings below are organized by theme rather than by survey question. The findings below are organized by theme rather than by survey question. Those themes are:

A. **RESPONDENT PROFILE AND NEIGHBORHOOD CONNECTION**
B. **BASIC NEEDS, HOUSING, AND COST PRESSURES**
C. **AWARENESS AND USE OF EXISTING SERVICES**
D. **HEALTH, WELLNESS, AND FAMILY WELL-BEING**
E. **EDUCATION, YOUTH OPPORTUNITY, AND MENTORSHIP**
F. **EMPLOYMENT, TRANSPORTATION, AND ECONOMIC SECURITY**
G. **SAFETY, TRUST, AND NEIGHBORHOOD CONDITIONS**
H. **COMMUNITY SPACES, PROGRAM ACCESS, AND PARTICIPATION**
I. **COMMUNICATION, OUTREACH, AND RESIDENT VOICE**

A. RESPONDENT PROFILE AND NEIGHBORHOOD CONNECTION

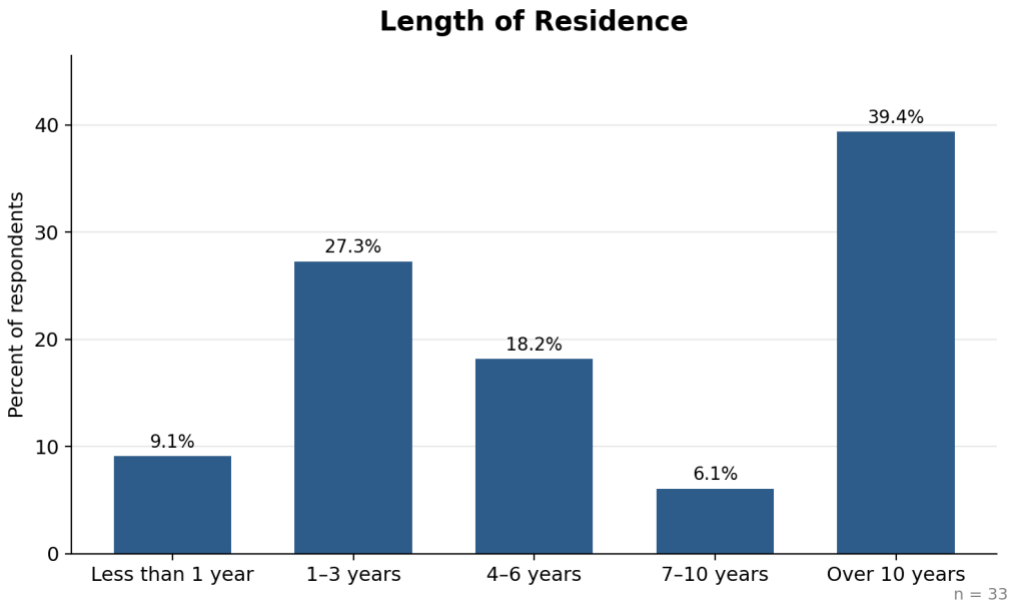
The survey included responses from residents connected to both initial ENOUGH focus areas: South Penn and John Humbird. Most respondents identified with South Penn, while a smaller share identified with John Humbird. This is important to note because the results may more strongly reflect the experiences and priorities of South Penn residents, even though many of the themes raised are relevant across both neighborhoods.



The neighborhood chart shows that 78.8% of respondents identified with South Penn and 21.2% identified with John Humbird.

The survey also captured input from residents across different age groups. The largest share of respondents were between ages 35 and 44, followed by residents ages 25 to 34. Older residents were also represented, with respondents ages 45 to 54, 55 to 64, and 65 and older each making up similar shares of the survey group.

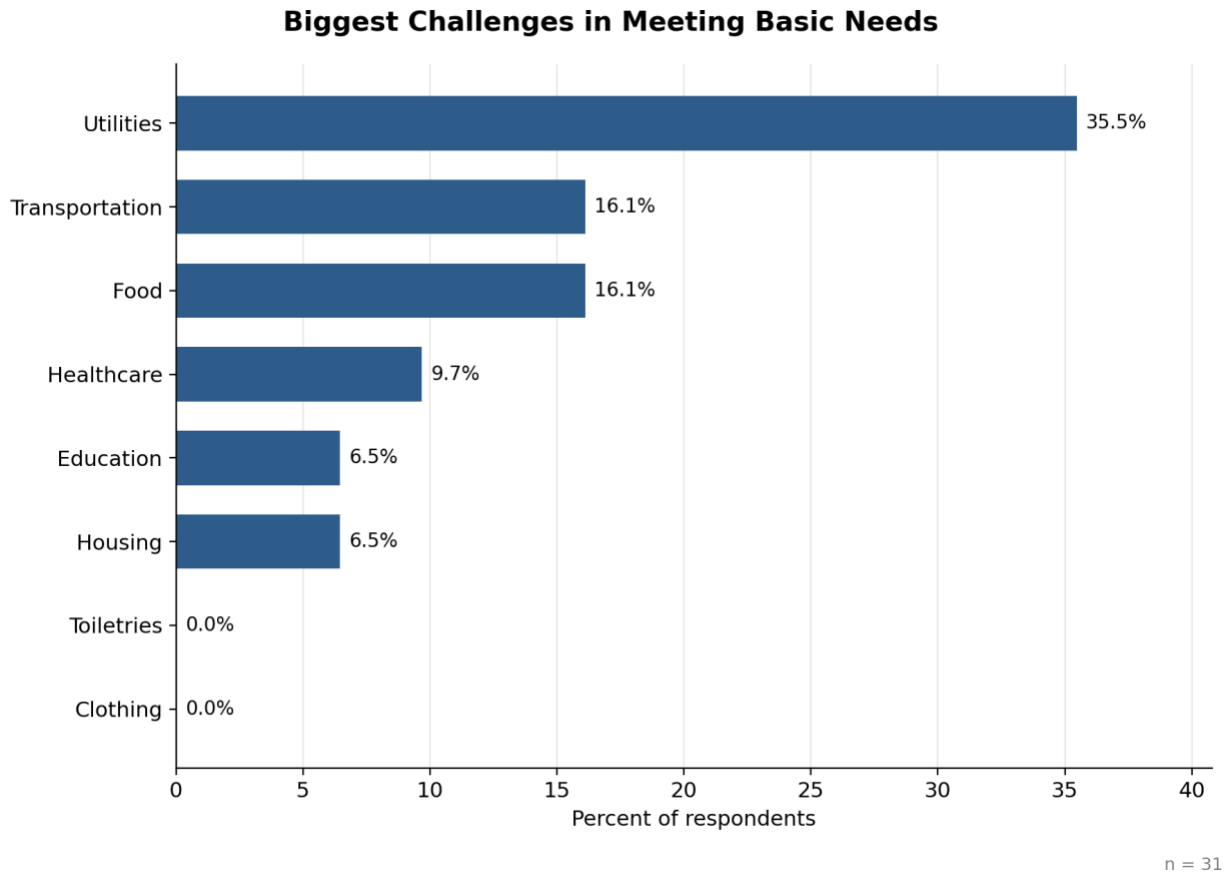
The length-of-residence responses suggest that the survey included both newer residents and people with long-term neighborhood experience. This mix matters because newer residents may be more likely to notice immediate access barriers, while long-term residents can speak to how the neighborhood has changed over time.



Nearly 40% of respondents reported living in the area for more than 10 years, while about 27% reported living there for 1 to 3 years. Smaller shares reported living in the area for less than one year, 4 to 6 years, or 7 to 10 years.

B. BASIC NEEDS, HOUSING, AND COST PRESSURES

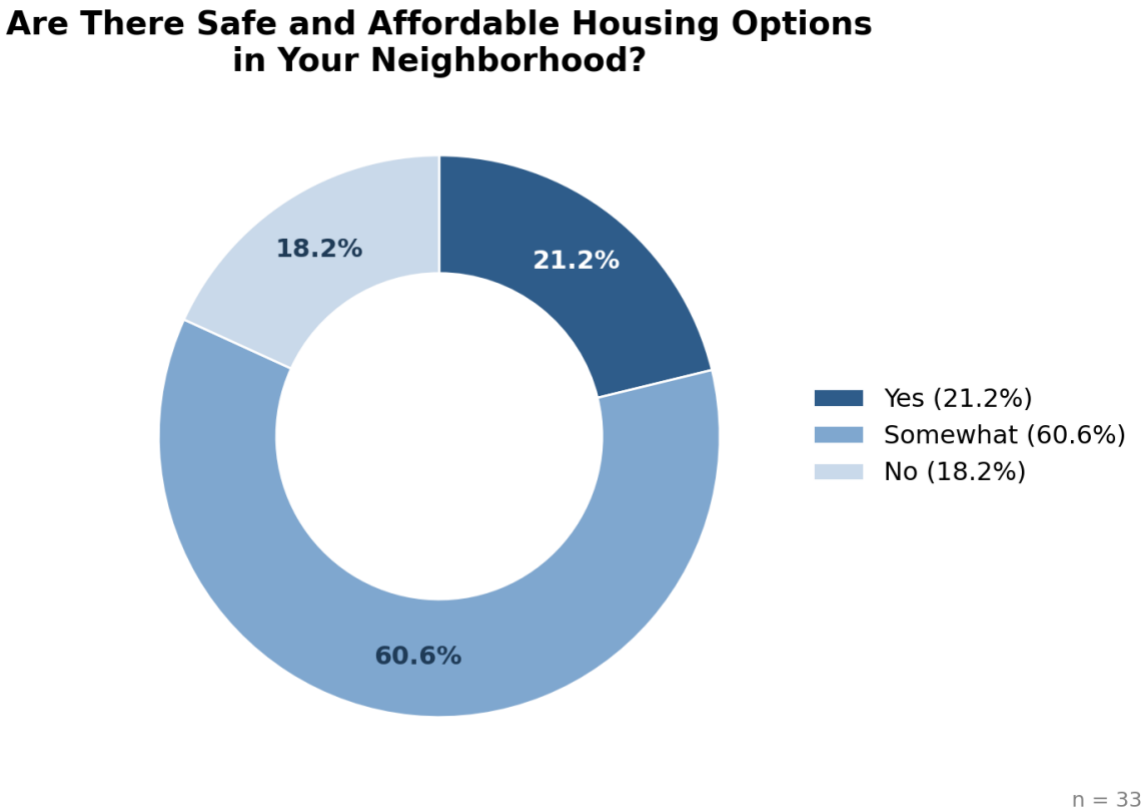
One of the clearest findings from the survey is that residents are experiencing several basic-needs pressures at the same time. When asked about the biggest challenges families face, respondents most often identified utilities, transportation, and food. Housing also emerged as a concern, with many residents indicating that safe and affordable housing is only "somewhat" available in their neighborhood.



The more detailed basic-needs chart shows utilities as the most frequently identified challenge, with 35.5% of respondents selecting utilities. Transportation and food followed, each at 16.1%. Healthcare, education, and housing were also identified by smaller shares of respondents.

These responses suggest that families are not experiencing poverty or instability through one single issue. Instead, residents are describing a set of connected pressures: the cost of keeping utilities on, the ability to get to work or services, access to food, and the availability of safe and affordable housing. These are everyday issues, but they also connect directly to the broader goals of ENOUGH because they shape whether children and families can be stable, healthy, and connected to opportunity.

Housing responses showed a similar pattern. Only 21.2% of respondents said there are safe and affordable housing options in their neighborhood. Most respondents, 60.6%, answered “somewhat,” while 18.2% said no.



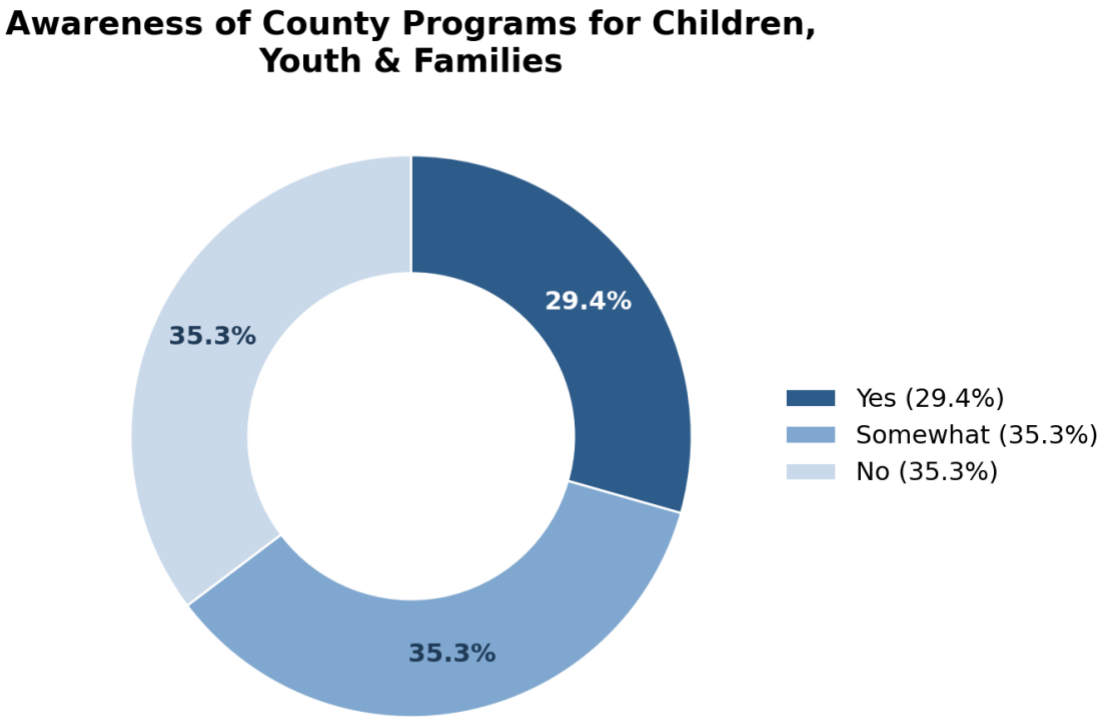
n = 33

This “somewhat” response is important. It suggests that housing may not be experienced as a total absence, but as an area where residents see limits, tradeoffs, or uneven quality. For planning purposes, this points to the need to look beyond whether housing technically exists and consider whether it is safe, affordable, stable, and appropriate for families raising children.

These basic-needs findings connect to several ENOUGH pillars at once. Food, healthcare, and housing conditions relate to Healthy Families. Utilities, transportation, and affordability relate to Economically Secure Families. Housing quality, neighborhood conditions, and transportation access also affect whether families experience their community as safe, stable, and supportive.

C. AWARENESS AND USE OF EXISTING SERVICES

The survey also suggests that awareness and connection to services remain important issues. Allegany County has a broad network of providers and programs, many of which are reflected in the asset map and the ENOUGH website. However, the survey results show that residents may not always know what is available, how to access it, or whether a program is intended for them.

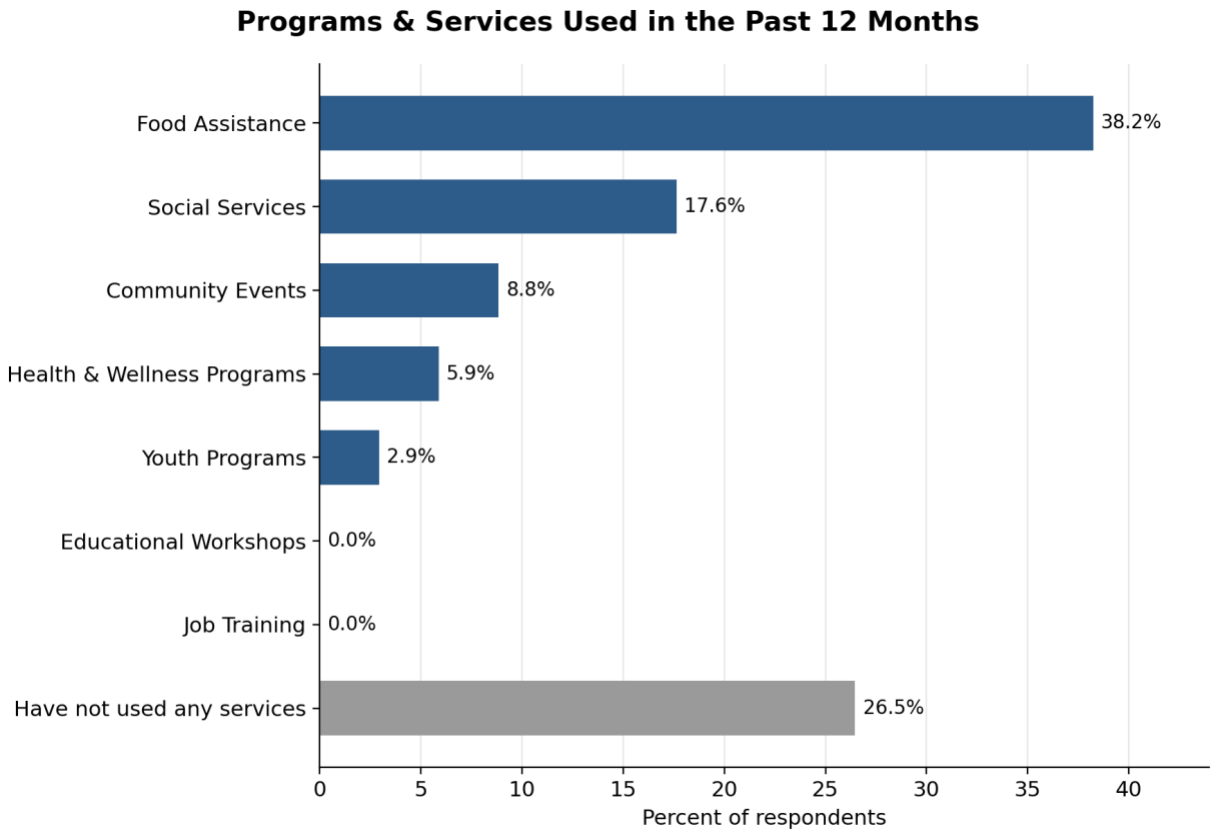


n = 34

When asked about awareness of county programs for children, youth, and families, only 29.4% of respondents said yes. Another 35.3% said they were "somewhat" aware, and 35.3% said no.

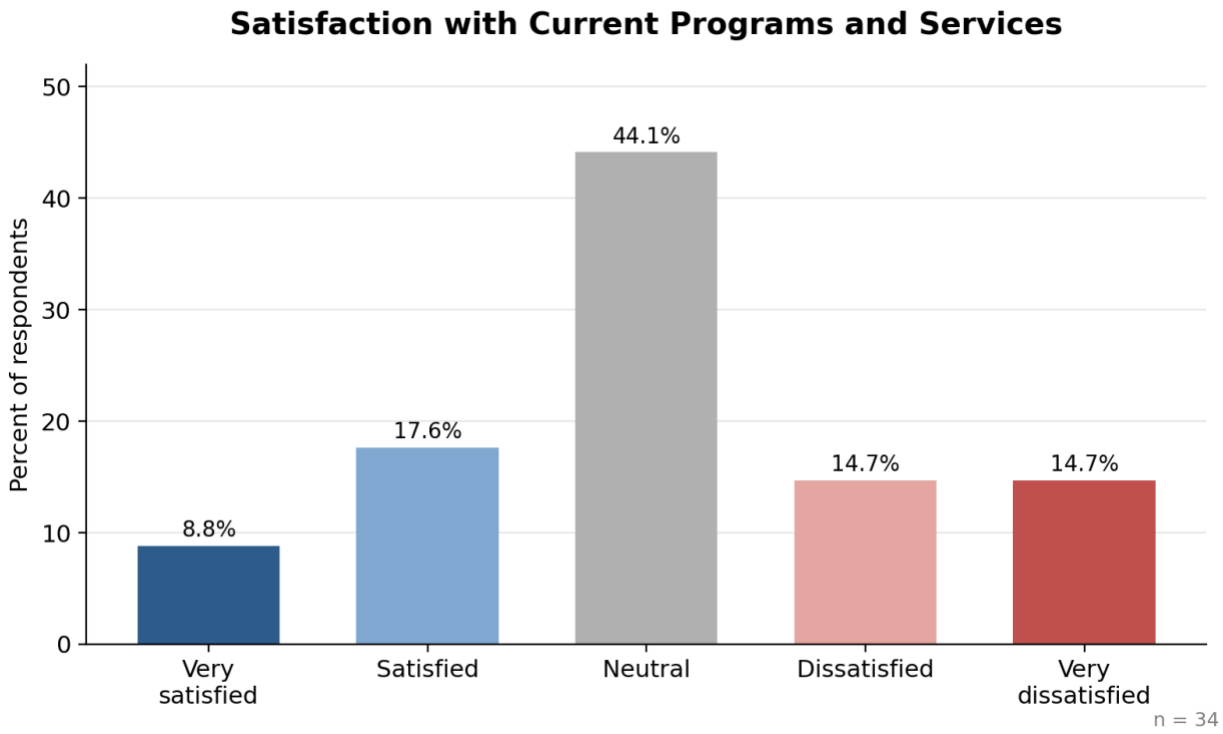
This is an important finding for the ENOUGH process. It suggests that the issue is not only whether services exist, but whether residents can find them, understand them, and feel connected to them. It also reinforces the importance of the ENOUGH website and the Findhelp-powered navigation tool, which are intended to help residents search for services and connect with available supports.

The survey also asked which programs or services residents had used in the past 12 months. Food assistance was the most commonly used service, selected by 38.2% of respondents. Social services were next at 17.6%, followed by community events, health and wellness programs, and youth programs. Notably, 26.5% of respondents reported that they had not used any services in the past 12 months.



This result may reflect several possibilities. Some residents may not have needed services during the past year. Others may have needed support but did not know where to go, did not qualify, could not access services because of timing or transportation, or did not feel comfortable seeking help. For that reason, the finding should be read alongside the awareness chart and the later feedback about transportation, communication, program timing, and trust.

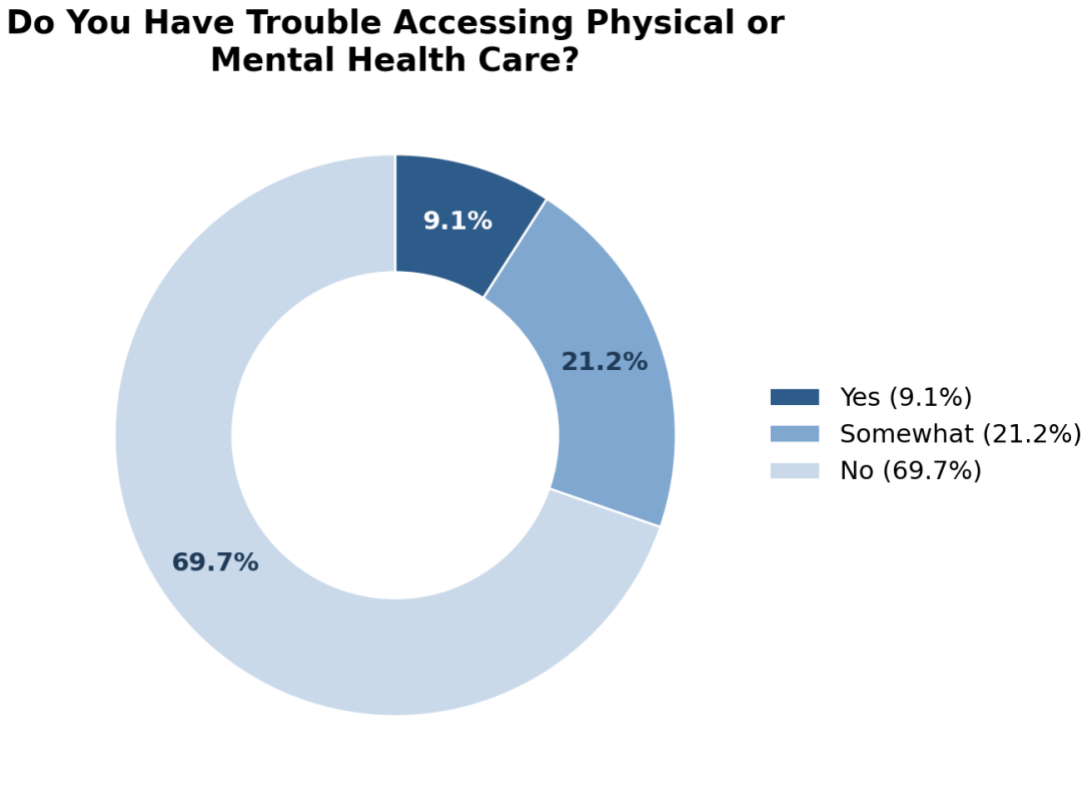
Satisfaction with current programs and services was also mixed. The largest share of respondents, 44.1%, selected “neutral.” Smaller shares reported being very satisfied or satisfied, while a similar share reported being dissatisfied or very dissatisfied.



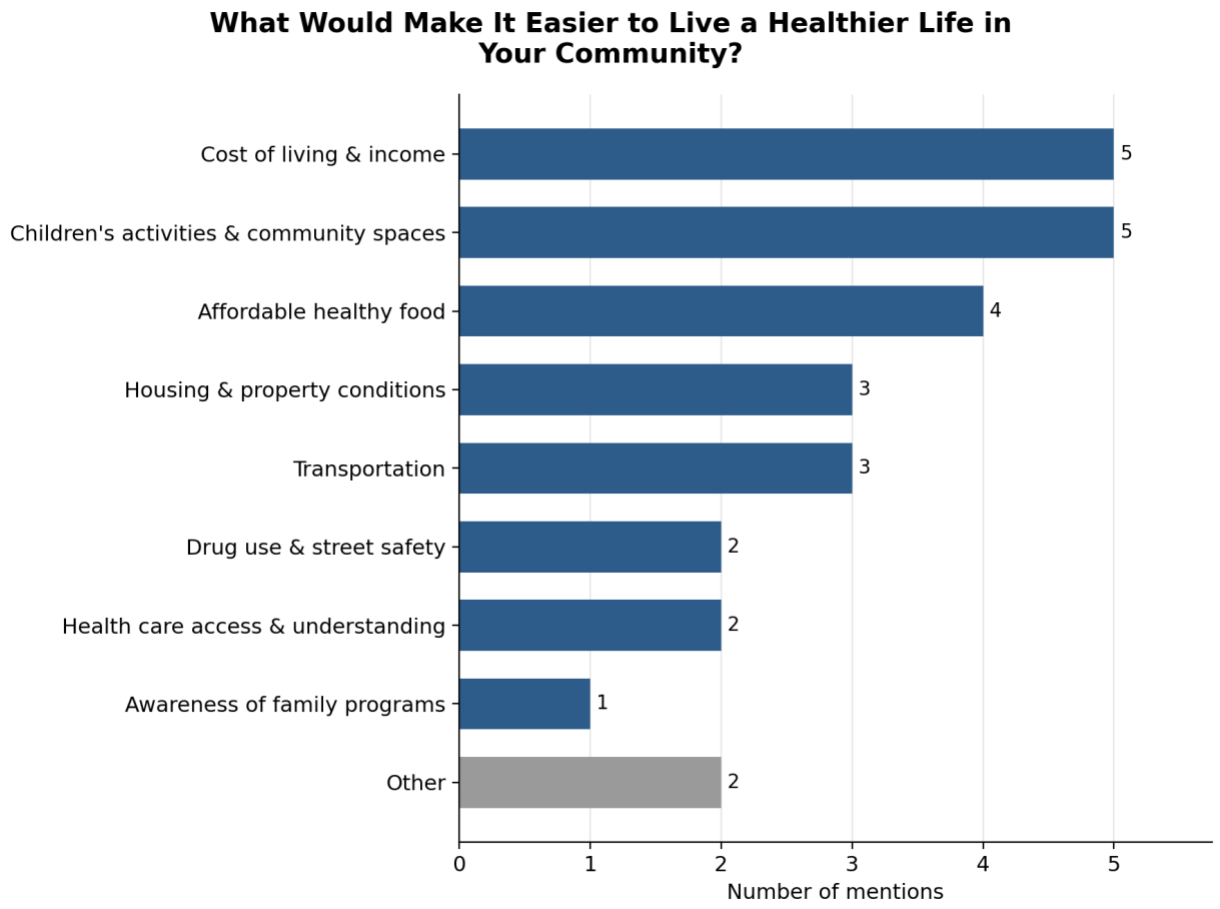
The large neutral response may suggest that residents have limited direct experience with programs, are unsure how to evaluate them, or have mixed experiences depending on the service. It also points to an opportunity for the future Neighborhood Action Plan: improving not only the availability of services, but the way residents are connected to them.

D. HEALTH, WELLNESS, AND FAMILY WELL-BEING

Survey responses suggest that residents think about health broadly. While most respondents did not report major difficulty accessing physical or mental health care, open-ended responses showed that residents connect a healthier life to food access, cost of living, transportation, housing conditions, children's activities, and neighborhood safety.



Only 9.1% of respondents said they had trouble accessing physical or mental health care, while 21.2% said "somewhat" and 69.7% said no.



Open-ended responses grouped by theme; some responses mention more than one. n = 26

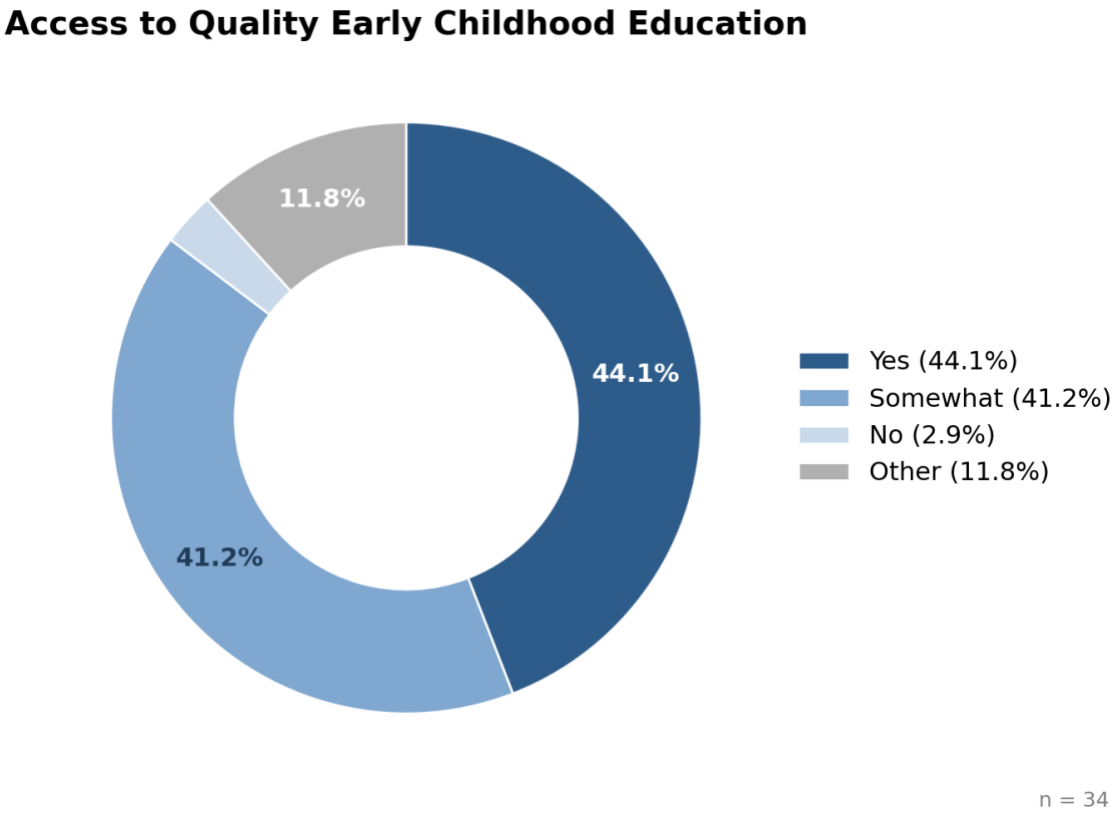
When asked what would make it easier to live a healthier life, residents most often mentioned cost of living and income, children's activities and community spaces, affordable healthy food, housing and property conditions, transportation, drug use and street safety, health care access, and awareness of family programs.

The written responses add useful detail. Residents specifically mentioned the need for affordable healthy food, better understanding of medical care, less drug use, cleaner and safer streets, lower cost of living, transportation, more activities for children, and better housing conditions.

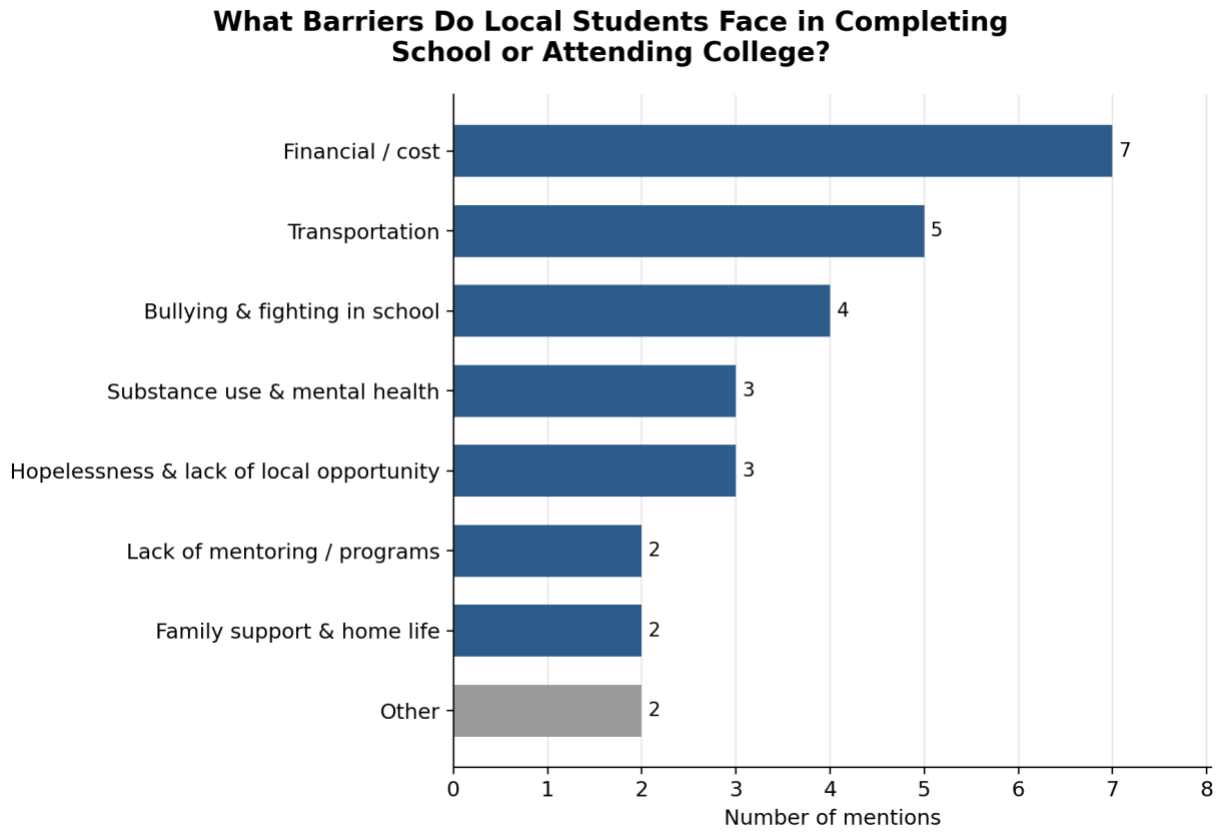
For ENOUGH planning, this suggests that "healthy families" should not be understood only as access to doctors or clinics. Residents are also describing the conditions around family health: affordable food, safe streets, transportation, housing quality, and opportunities for children to be active and connected.

E. EDUCATION, YOUTH OPPORTUNITY, AND MENTORSHIP

Education and youth opportunity were major themes in the survey. Residents identified both formal barriers, such as cost and transportation, and broader concerns, including bullying, substance use, mental health, lack of mentoring, and hopelessness about local opportunity.



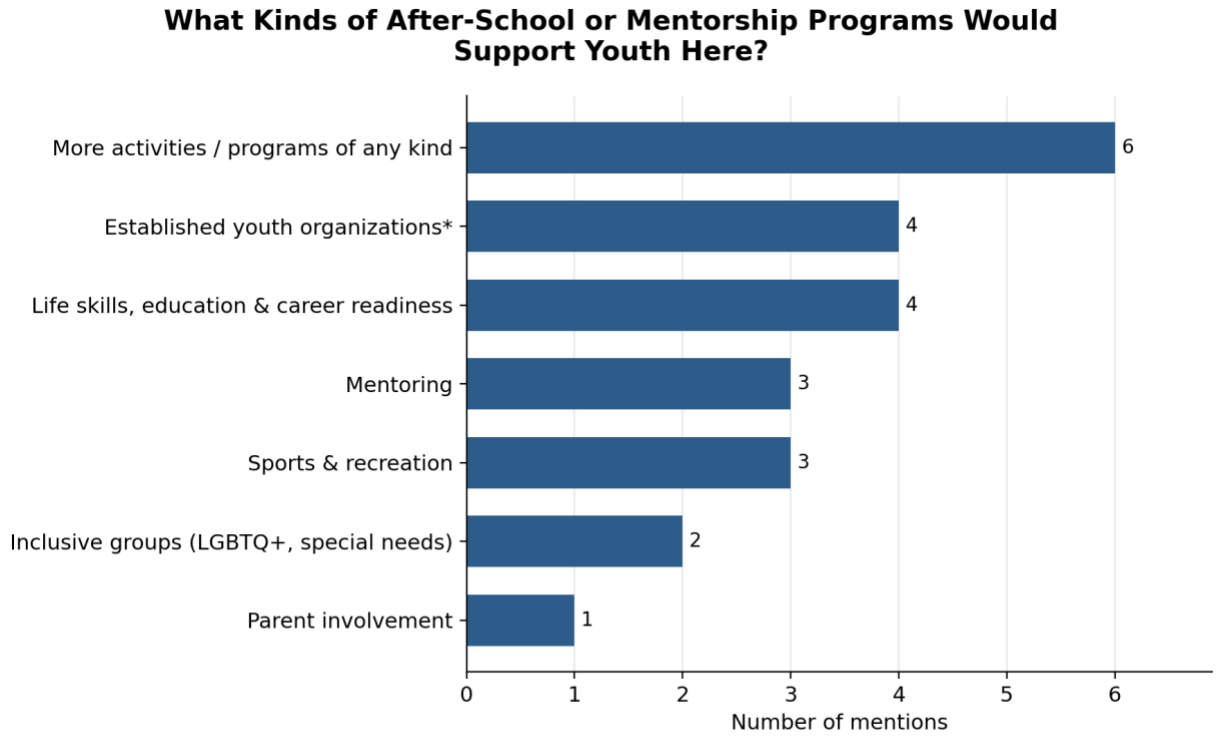
Respondents were divided on access to quality early childhood education. 44.1% said yes, 41.2% said somewhat, 2.9% said no, and 11.8% selected other.



Open-ended responses grouped by theme; some responses mention more than one. n = 23

When asked about barriers for students, the most common themes were financial cost, transportation, bullying and fighting in school, substance use and mental health, hopelessness and lack of local opportunity, lack of mentoring or programs, and family support or home life.

Open-ended responses reflected those concerns directly. Residents mentioned financial resources, internet access, reliable transportation, bullying, lack of mentoring programs, family support, mental health and substance use issues, and a feeling that there is “no real hope” or viable path to opportunity locally.



Open-ended responses grouped by theme; some responses mention more than one.
**Boys & Girls Club, YMCA, Big Brothers Big Sisters, Judy Center*

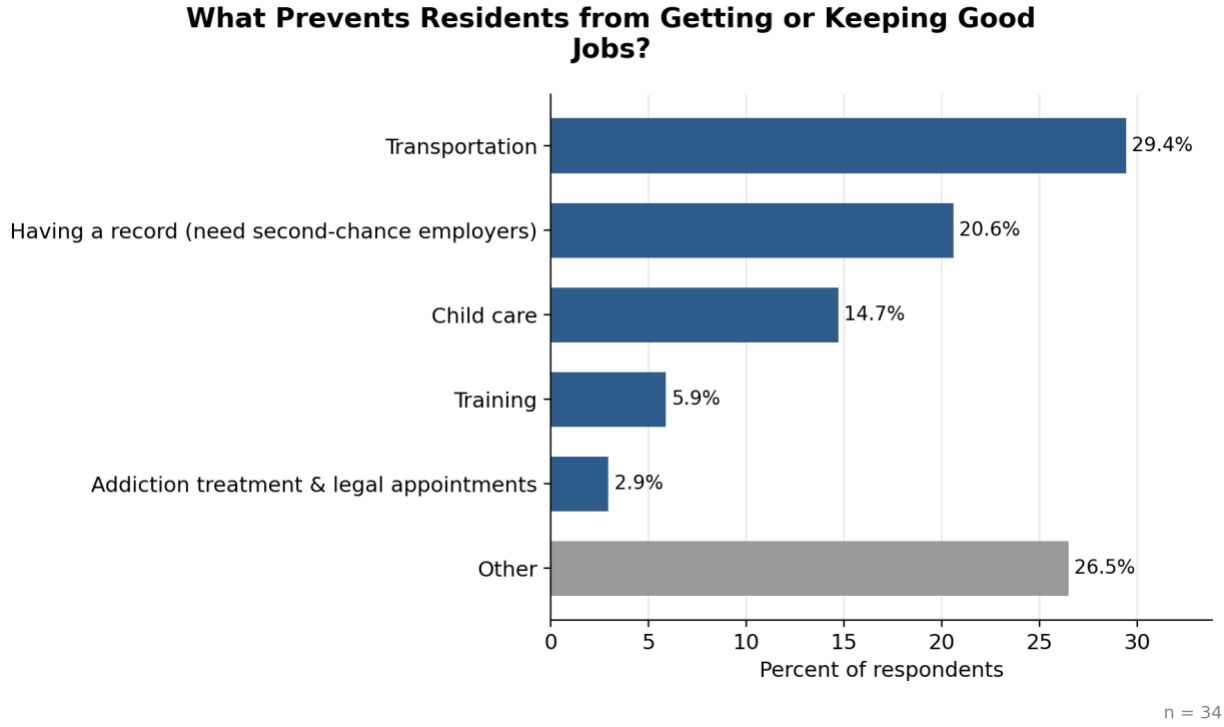
n = 19

Residents also expressed strong interest in more youth programming. Responses included more activities of any kind, established youth organizations, life skills and career readiness, mentoring, sports and recreation, inclusive groups, and parent involvement.

The written responses included ideas such as job shadowing, Big Brothers/Big Sisters, hands-on life skills, middle school mentoring, special needs groups, Boys and Girls Club, sports, and free activities for kids.

F. EMPLOYMENT, TRANSPORTATION, AND ECONOMIC SECURITY

Employment barriers were closely tied to transportation, childcare, training, legal history, and recovery-related challenges. This is important because it suggests that economic security is not only about job availability. It is also about whether residents can realistically get to work, stay employed, and address barriers that affect work readiness.

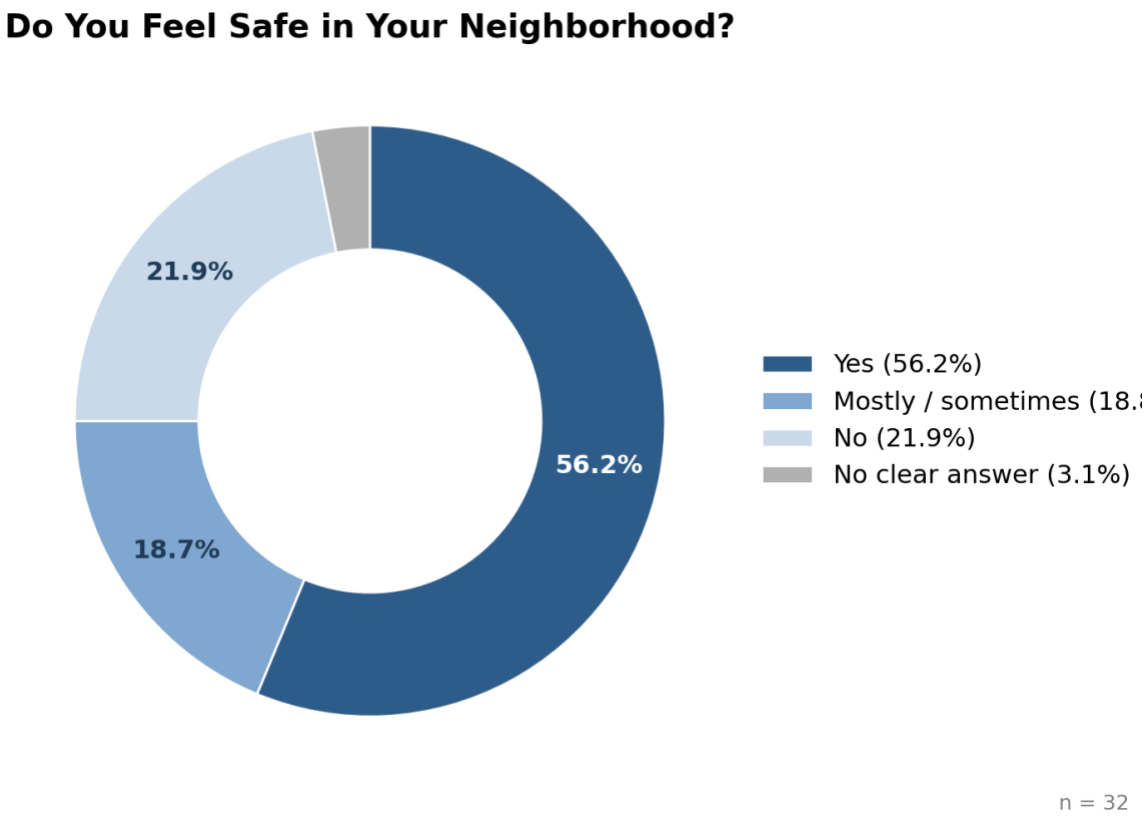


Transportation was the most commonly identified barrier to getting or keeping good jobs, selected by 29.4% of respondents. Other barriers included having a record or needing second-chance employers at 20.6%, childcare at 14.7%, training at 5.9%, and addiction treatment or legal appointments at 2.9%.

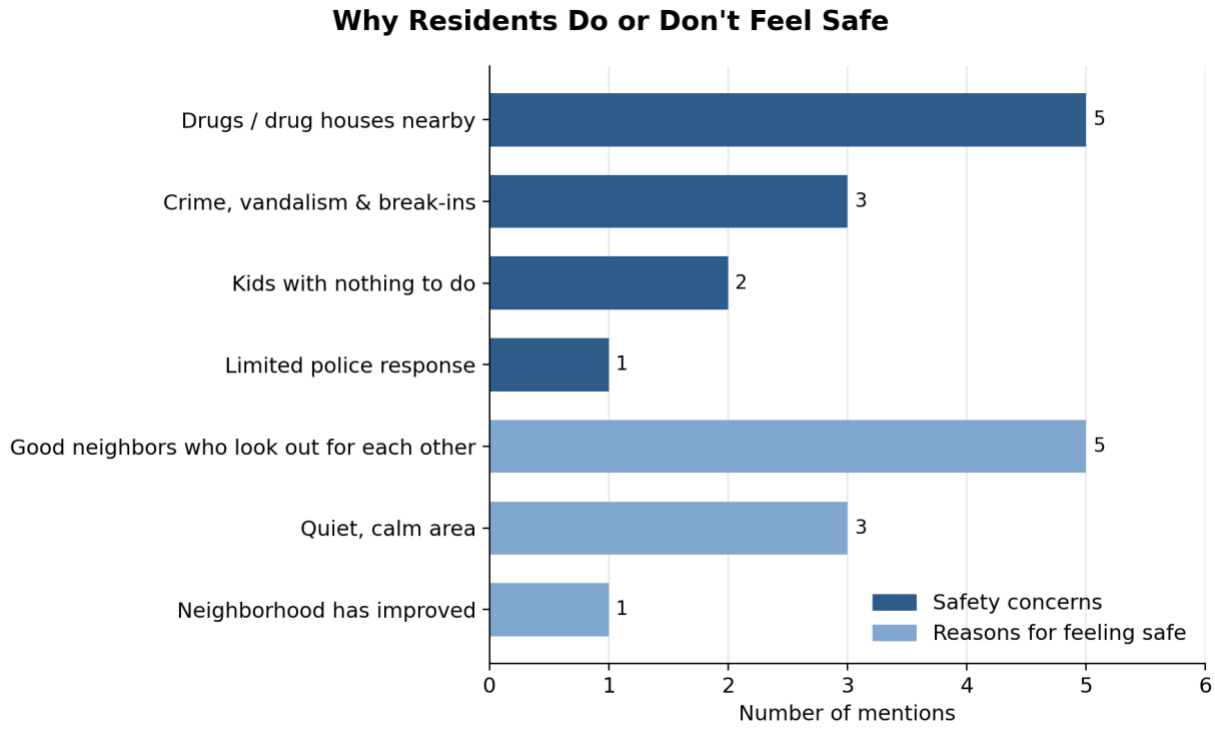
These findings align with themes raised during the community meetings held after the survey results were analyzed. Residents described transportation as a recurring challenge, especially for people who work outside traditional weekday hours or need to access programs in the evening. The survey also reinforces the importance of workforce models that include support beyond basic job training, such as childcare solutions, transportation access, second-chance employment pathways, and help navigating legal or recovery-related obligations.

G. SAFETY, TRUST, AND NEIGHBORHOOD CONDITIONS

Survey responses on safety were mixed. A majority of respondents said they feel safe in their neighborhood, but the open-ended responses show that safety concerns remain serious for some residents.



A majority of respondents, 56.2%, said they feel safe in their neighborhood. Another 18.7% said mostly or sometimes, while 21.9% said no.



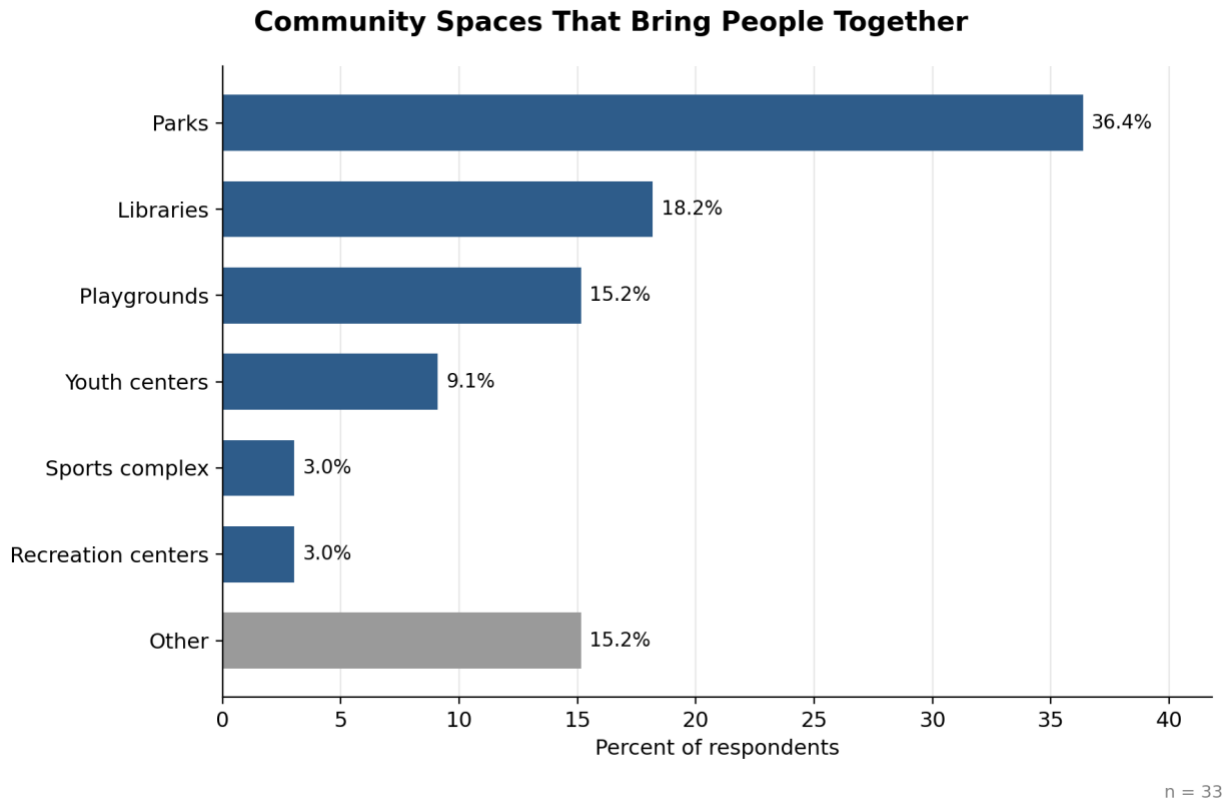
Reasons given in open-ended responses; not every respondent explained their answer.

Residents who felt safe often pointed to neighbors who look out for one another, quiet streets, and a sense that the neighborhood has improved. Residents who did not feel safe most often mentioned drugs or drug houses nearby, crime, vandalism, break-ins, kids with nothing to do, and limited police response.

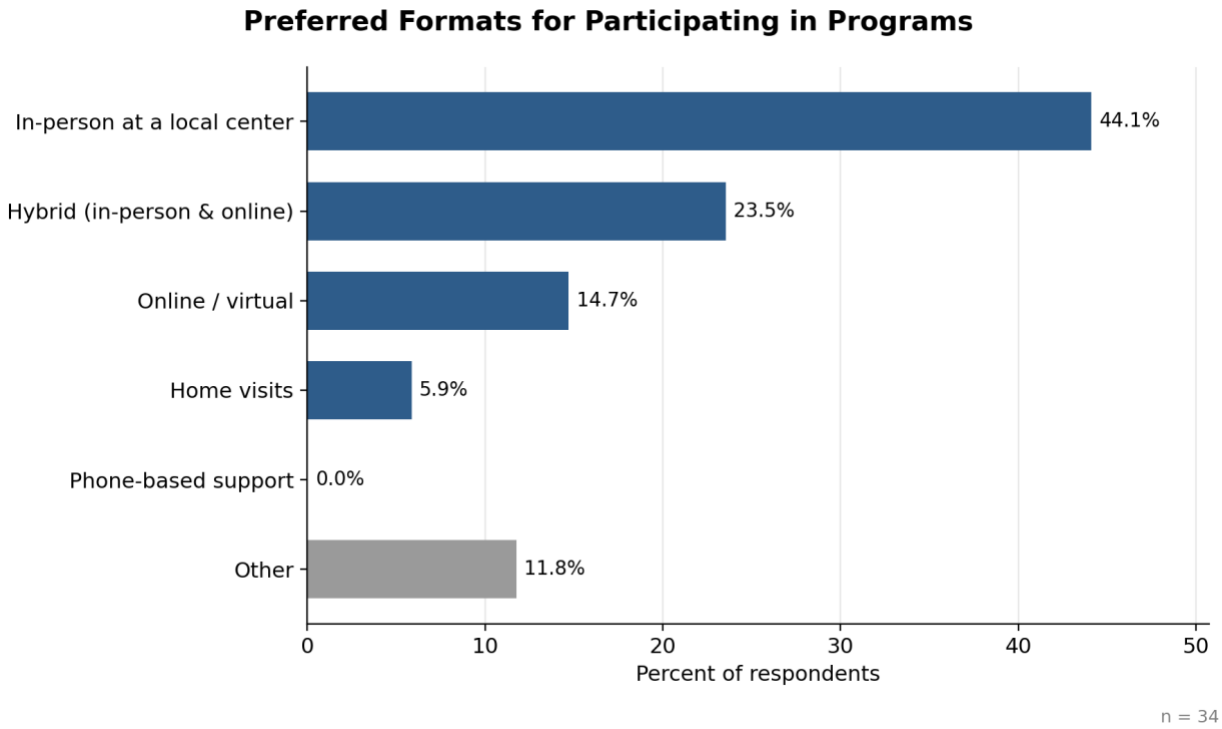
The open-ended responses show both sides of this issue. Some residents said they feel safe because they know their neighbors and people look out for each other. Others described concerns about drug activity, vandalism, crime, and limited response to non-urgent issues. For planning purposes, this means the future action plan should build on existing neighborhood strengths while also addressing the conditions that make some families feel unsafe.

H. COMMUNITY SPACES, PROGRAM ACCESS, AND PARTICIPATION

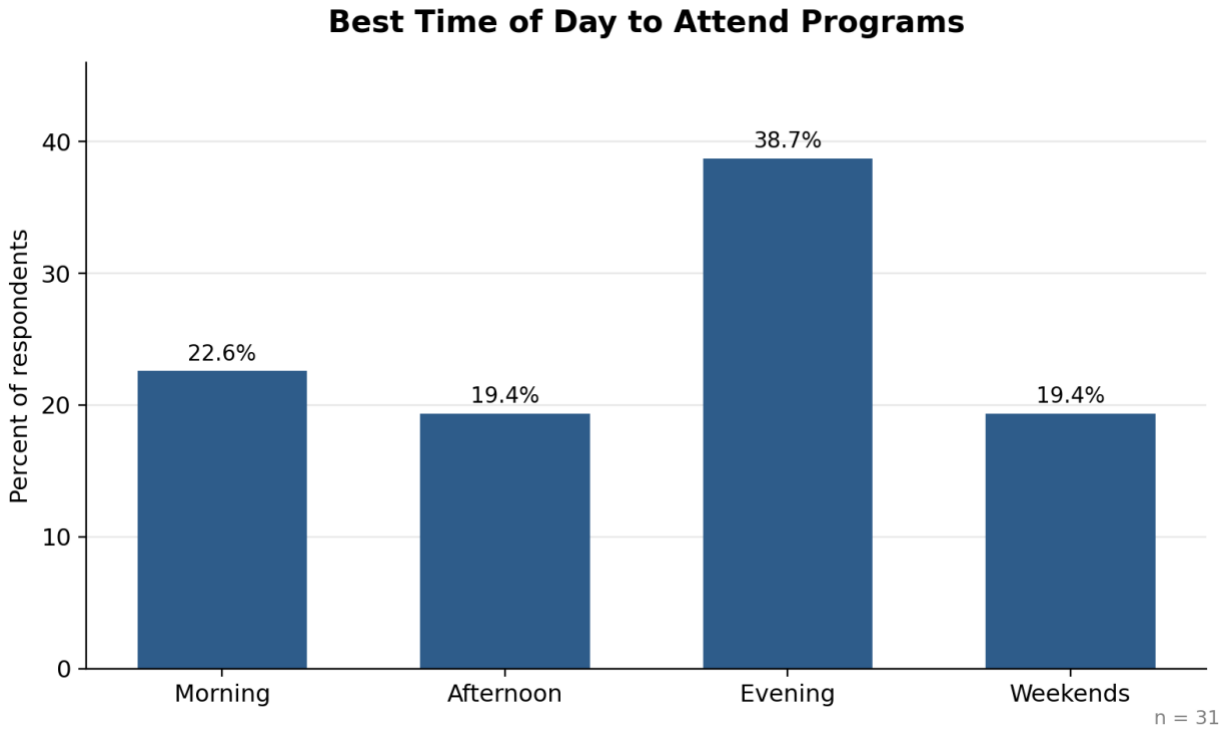
Survey responses suggest that residents value in-person community spaces, but access has to be planned around real-life barriers such as timing, transportation, childcare, and awareness. This is especially important for future planning around any community hub, youth programming, or neighborhood-based services.



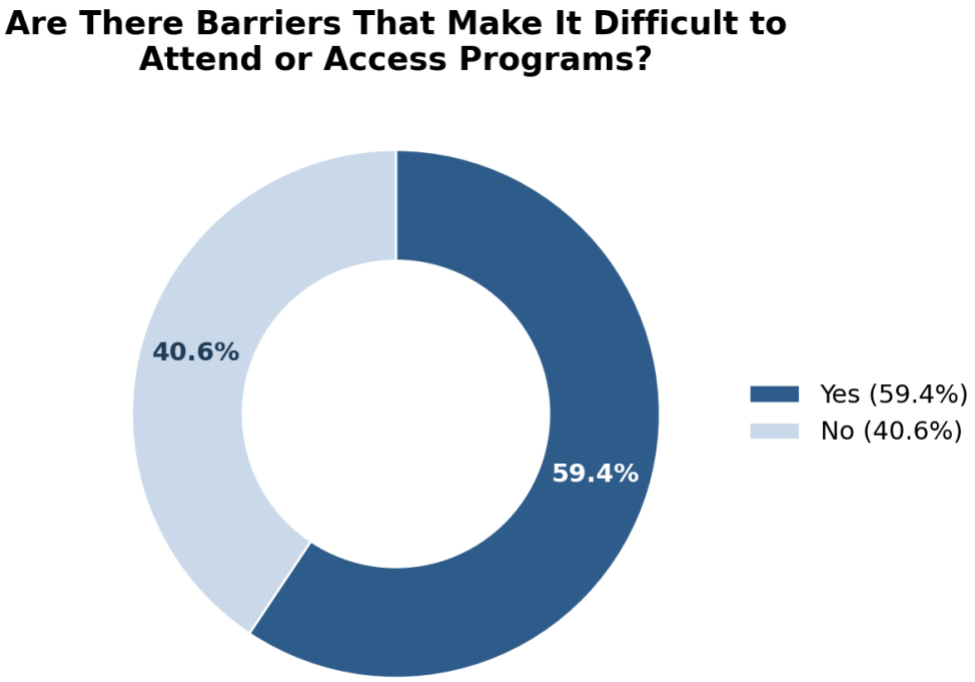
When asked what community spaces bring people together, residents most often identified parks at 36.4%, followed by libraries at 18.2%, playgrounds at 15.2%, and youth centers at 9.1%. Smaller shares identified sports complexes and recreation centers.



Residents showed a clear preference for in-person participation. 44.1% preferred programs offered in person at a local center, while 23.5% preferred a hybrid option and 14.7% preferred online or virtual participation.



Timing also matters. Evening was the most preferred time to attend programs at 38.7%, followed by morning at 22.6%, afternoon at 19.4%, and weekends at 19.4%.



"Yes" combines respondents who answered Yes (12.5%) and those who selected the option listing transportation, technology, timing, childcare, language, etc. (46.9%).

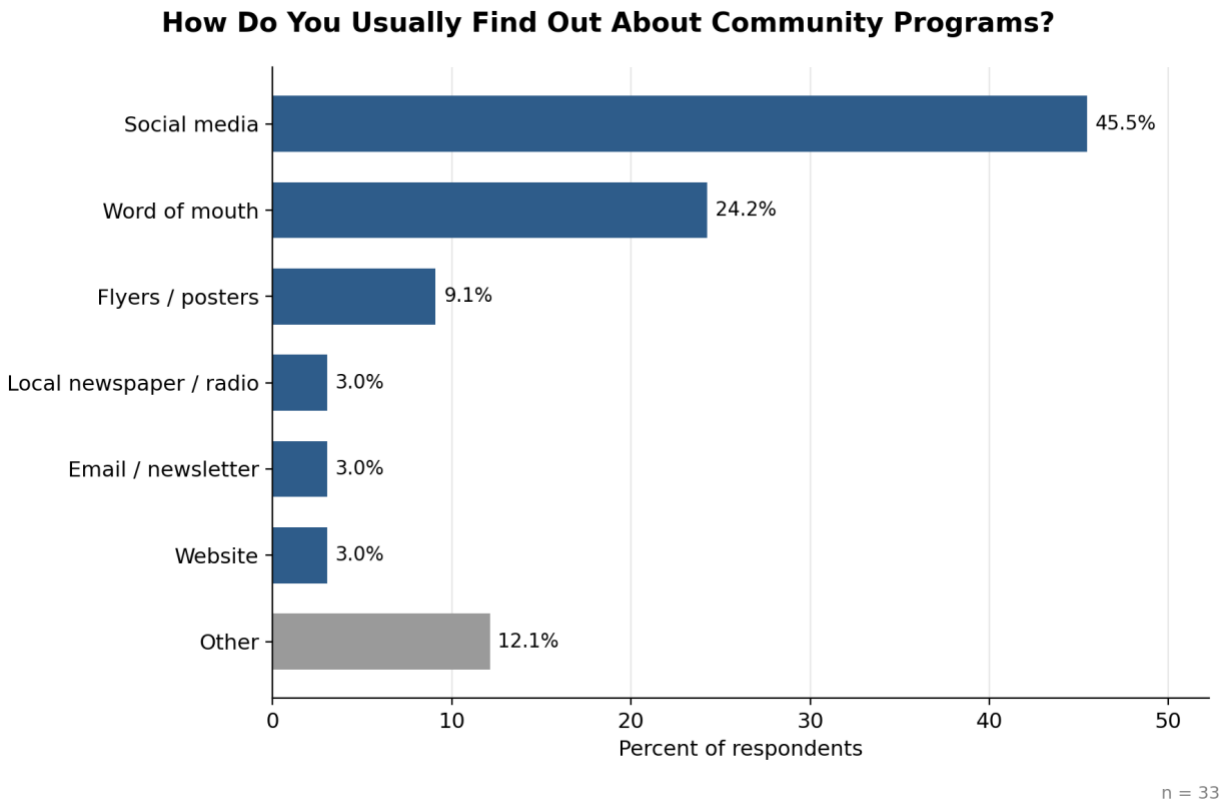
n = 32

A majority of respondents, 59.4%, identified barriers that make it difficult to attend or access programs. The chart note indicates that these barriers included issues such as transportation, technology, timing, childcare, and language.

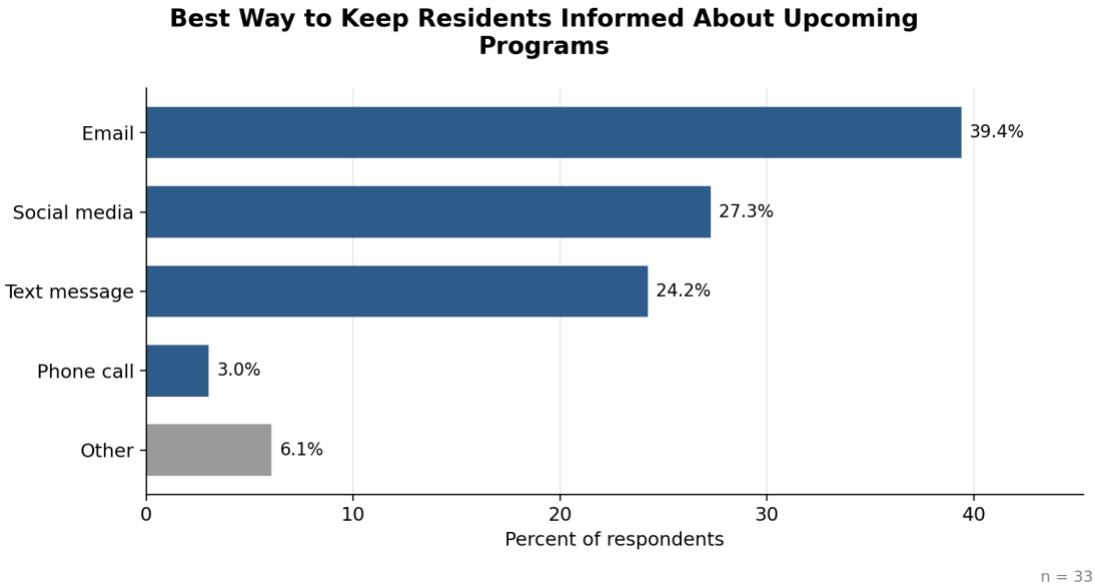
Taken together, these responses suggest that residents want physical places where people can gather, but those places need to be accessible. A local center or community hub may be a strong fit for resident preferences, especially if it offers in-person programming, family-centered activities, and youth opportunities. However, location alone will not be enough. Programs will need to be offered at realistic times, with attention to transportation, childcare, cost, and clear communication.

I. COMMUNICATION, OUTREACH, AND RESIDENT VOICE

The survey also showed that communication and trust will be central to future ENOUGH planning. Residents need to know what programs exist, how to access them, and whether their input is actually shaping decisions.

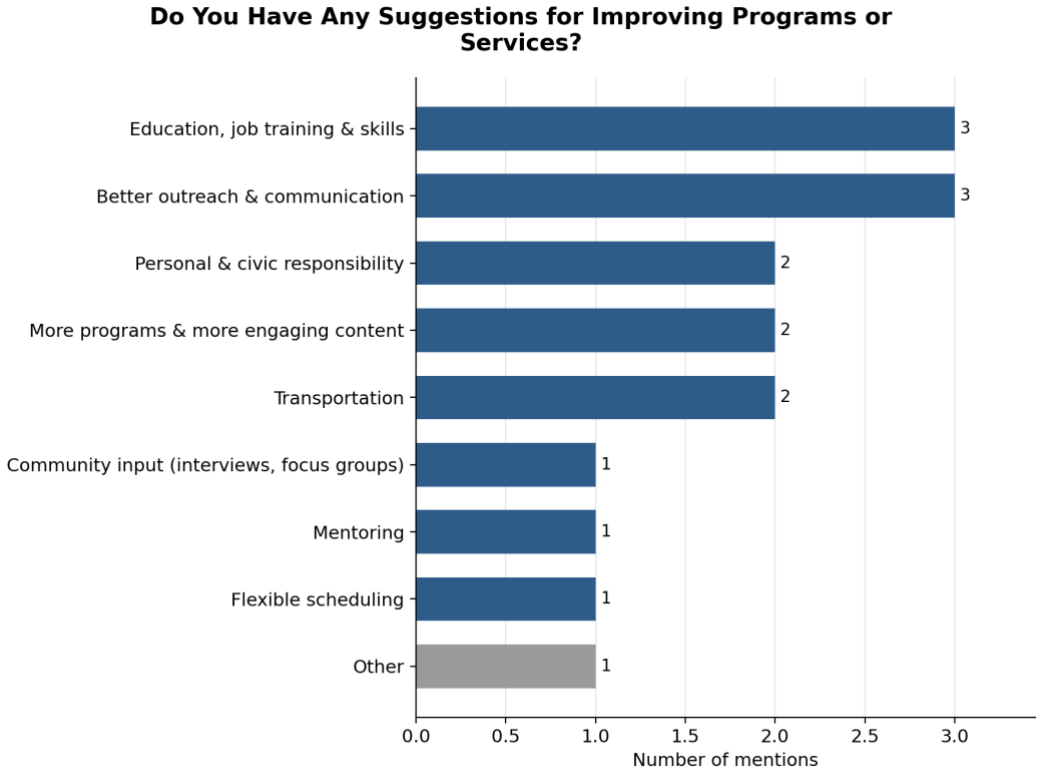


Social media was the most common way residents reported learning about community programs, selected by 45.5% of respondents. Word of mouth was next at 24.2%, while flyers/posters, local newspaper or radio, email/newsletter, and websites were much lower.



When asked how they would prefer to be kept informed, residents selected several different methods. Email was the top response at 39.4%, followed by social media at 27.3% and text message at 24.2%.

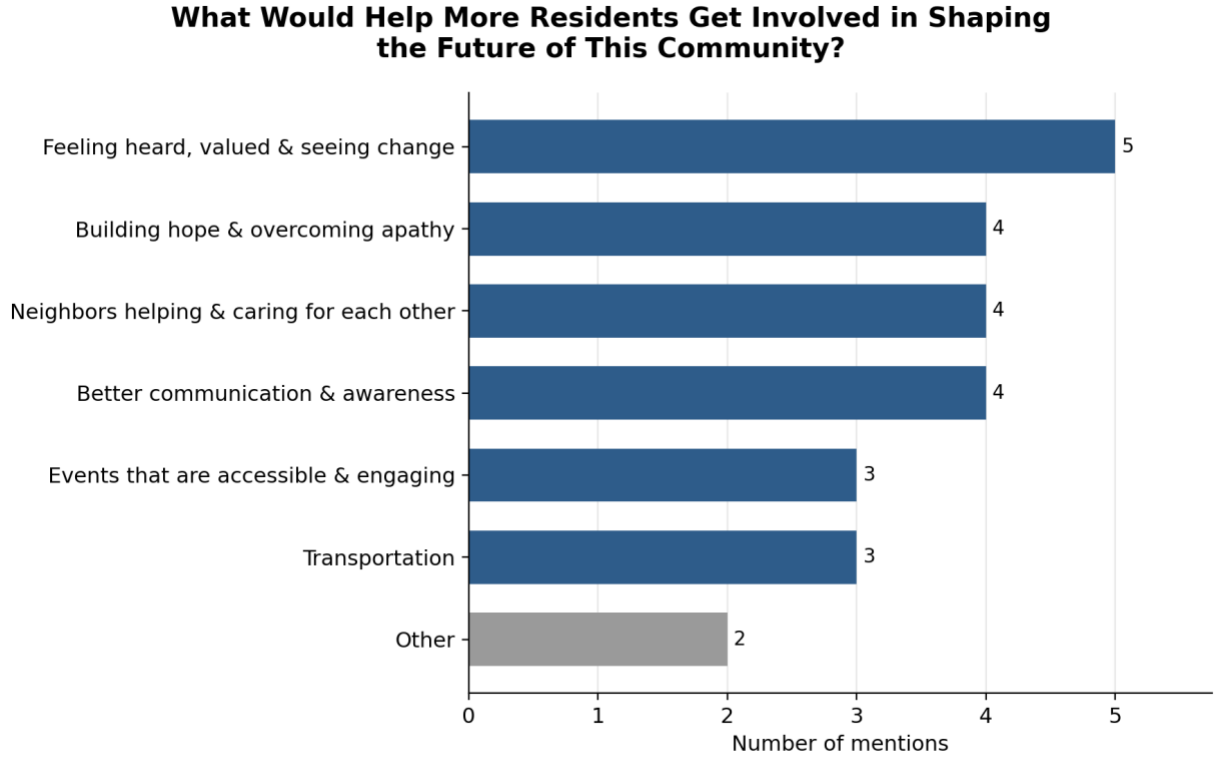
These results suggest that no single communication method will reach everyone. Social media is important, but email, text messaging, word of mouth, and trusted community partners should also be part of the outreach strategy. The future Neighborhood Action Plan should include a simple, repeated communication approach so residents hear about programs more than once and through more than one channel.



Open-ended responses grouped by theme; some responses mention more than one.

n = 13

When asked for suggestions to improve programs or services, residents mentioned education, job training, and skills; better outreach and communication; more programs and more engaging content; transportation; community input; mentoring; and flexible scheduling.



Open-ended responses grouped by theme; some responses mention more than one. n = 23

Resident voice was a major theme in the final open-ended question. The most common themes were feeling heard, valued, and seeing change; building hope and overcoming apathy; neighbors helping and caring for each other; better communication and awareness; accessible and engaging events; and transportation.

The written responses were especially direct. Residents said people are more likely to get involved if they feel their voice is being heard, if they see actual changes occur, if events are accessible, and if information is easier to find. Several responses also pointed to transportation and awareness as basic requirements for participation.

For the next phase of ENOUGH planning, this means engagement should be treated as an ongoing activity. Residents are asking for follow-through. They want to see that their feedback matters, that programs are communicated clearly, and that opportunities to participate are accessible.

V. COMMUNITY MEETINGS, LISTENING SESSIONS, AND STAKEHOLDER INPUT



Community engagement has been a central part of Allegany County's ENOUGH capacity-building work. Because the ENOUGH Initiative is built around the idea that residents should help shape the solutions in their own neighborhoods, the project team began by creating opportunities for residents, families, providers, and community partners to share what they are seeing, what they need, and what they believe would make the community stronger.

The first round of listening sessions was held in February 2026 at the two elementary schools serving the initial ENOUGH focus areas: John Humbird Elementary School and South Penn Elementary School. The John Humbird meeting was held on February 9, 2026, followed by the South Penn meeting on February 11, 2026. These meetings were designed to be accessible and welcoming for families. Door prizes, free meals, and free groceries were offered to encourage attendance and reduce barriers to participation.

The meeting flyers described the purpose of the meeting as an opportunity to provide an update on the ENOUGH Initiative, share what had been accomplished to date, discuss next steps including neighborhood plan development, introduce the vendor responsible for helping create the neighborhood plans, and explain the asset mapping that had been completed. The flyers also emphasized the message: **"EVERYONE IS WELCOME. YOUR VOICE MATTERS!"**

JOHN HUMBIRD LISTENING SESSION

At the John Humbird listening session, residents and participants identified several areas where they wanted to see additional support. Key themes included:

- **SPECIAL EDUCATION ADVOCACY**
  Participants expressed interest in more support for families navigating special education systems and services.

- **PROGRAMS AND SUPPORTS FOR FATHERS**
  Residents noted the importance of engaging fathers and creating more intentional support systems for them.

- **MORE ACTIVITIES AND POSITIVE OUTLETS FOR CHILDREN AND YOUTH**
  Participants wanted more structured opportunities for young people, including activities that would keep children engaged, supported, and connected to positive influences.

Time was also taken at this session to show the community how to use the “Enough Allegany” website and resource mapping tool.



SOUTH PENN LISTENING SESSION

The South Penn listening session was held on February 11, 2026, following the earlier community meeting at John Humbird Elementary. Like the John Humbird meeting, the South Penn session was designed to be accessible and welcoming for families. The meeting included a free meal, door prizes, and free groceries to encourage participation and reduce barriers for residents who wanted to attend.

The discussion built on themes that had already emerged from the community survey. Residents were able to respond to the survey findings, explain why certain issues may have appeared more or less strongly in the results, and add detail based on their own experiences.

Several major themes emerged during the South Penn conversation:

- **TRANSPORTATION BARRIERS –** Residents noted that local bus service generally runs Monday through Friday and stops by approximately 7:00 p.m., which makes it difficult for people who work outside a traditional 9-to-5 schedule or need to access evening programs.
- **SUPPORT FOR CHILDREN WITH SPECIAL NEEDS –** Participants raised concerns about childcare, services, and advocacy for children with special needs and their families.
- **MENTORSHIP AND POSITIVE ADULT RELATIONSHIPS –** Residents discussed the need for stronger mentorship programs. One resident recalled the former Big Brothers Big Sisters program in Allegany County as a helpful model. Another suggested reviving a program where Frostburg State University students could “adopt” or sponsor local students.

- **YOUTH ACTIVITIES AND SAFE OUTLETS –** Participants wanted more activities for children and teenagers, including programs that would keep young people engaged in positive, structured environments.

- **PROGRAM AWARENESS AND PARTICIPATION –** Residents noted that some services may already exist, but families do not always know about them, understand how to access them, or feel that the programs are meant for them.

- **JOBS, TRADES, AND FUTURE PATHWAYS –** Participants emphasized that planning should include both college pathways and skilled trades, including fields such as carpentry, plumbing, and electrical work.

The discussion also helped interpret the survey results. For example, when reviewing responses to "Programs Residents Want More Of," some participants noted that adult education and mental health services may have been underreported because of stigma or shame. This was an important reminder that survey results should be understood alongside in-person discussion. Some needs may be significant even when residents are less likely to name them directly on a survey.

Residents were also asked what would make the neighborhood a better place to live and raise a family. Responses included transportation, jobs, and a technology-based recreation center. When discussing how to increase participation in programs, residents suggested incentives, transportation stipends, step-based programming, and stronger communication.

One key takeaway from the South Penn meeting was that access is not only about whether a service exists. It is also about whether residents know about it, trust it, can get to it, and can participate at times that work for their families. This feedback is important for the future Neighborhood Action Plan because it suggests that Allegany County's ENOUGH work should focus not only on identifying programs, but also on improving connection, communication, transportation, timing, and trust.

Another important suggestion was to ask young people directly what kinds of programs and supports they would use. Participants specifically mentioned engaging 8th and 9th grade students. This feedback supports the need for youth voice in future planning, especially as the County considers mentorship, recreation, workforce exposure, and after-school or summer programming.

FAITH-BASED AND COMMUNITY PARTNER MEETING

Feedback from the school-based listening sessions suggested that faith communities could play a larger role in the ENOUGH process. In response, the project team organized a follow-up community meeting with faith-based leadership and community partners. This meeting was held on March 2, 2026, from 4:00 to 6:00 p.m. at the Union Rescue Mission of Western Maryland in downtown Cumberland.

The meeting agenda included:

- Overview of the ENOUGH Initiative
- Progress to date
- Community feedback and themes
- Gaps and unmet needs
- Next steps and priorities
- Opportunities for ongoing engagement

Participants were asked to identify the biggest issues facing the community. Several practical needs were raised, including utilities, childcare, transportation, prescription assistance, food access, and support for seniors. Participants noted that HRDC may be a resource for prescription assistance for residents over 60, while AHEC West may be a resource for those under 60.

The meeting also included a suggestion to involve the police department more directly in the planning process. Participants noted that police are often in homes and neighborhoods every day and may have insight into where problems are concentrated and where families may need additional support. This suggestion was not framed only around enforcement, but around the idea that public safety partners may have practical knowledge of community needs and conditions.

KEY THEMES FROM EARLY COMMUNITY ENGAGEMENT

Across the first round of community meetings and listening sessions, several themes emerged:

- Families want more positive activities and structured opportunities for children and youth.
- Residents see mentorship as an important missing piece, especially for young people and families with limited support systems.
- Transportation remains a major barrier to accessing programs, especially outside traditional weekday hours.
- Residents want programs offered at times that work for families, including evenings and weekends.
- Families need more support navigating special education, childcare, mental health, and other systems.
- There is interest in stronger father engagement and broader family support.
- Residents want career pathways that include both college and trades.
- Faith-based organizations and community partners may have an important role to play in outreach, trust-building, and service delivery.
- There is an awareness gap: residents may not know what services exist or how to access them.
- Future planning should include direct youth input, especially from middle and high school students.

These early engagement activities helped shape the next steps of the ENOUGH capacity-building process. They also reinforced that the future Neighborhood Action Plan should not focus only on creating new programs. It should also consider how existing services are communicated, how residents access them, whether program hours and transportation options match family needs, and which trusted partners can help connect residents to support.

The listening sessions also helped confirm the importance of the asset mapping process. Residents identified needs that may already have some services attached to them, but access, awareness, coordination, timing, and trust remain concerns. For that reason, the feedback gathered through these meetings will be used alongside the asset map and survey results to better understand where gaps exist and what strategies may be needed in the next phase of planning.

Listening sessions and community meetings related to ENOUGH are still ongoing.

VI. SITE VISITS AND MODEL EXPLORATION

SITE VISIT: COALFIELD DEVELOPMENT MODEL IN HUNTINGTON, WEST VIRGINIA

As part of the ENOUGH capacity-building process, representatives from the Local Management Board, Department of Human Services, HRDC, the Salvation Army, Allegany College of Maryland, Partners for Rural Impact, and other local partners participated in a site visit to Coalfield Development in Huntington, West Virginia from August 18-19, 2026. The purpose of the visit was to better understand how a place-based community development, workforce training, and social enterprise model could inform future planning in Allegany County.

Coalfield Development is a nonprofit organization based in West Virginia that focuses on rebuilding Appalachian communities through workforce development, community-led redevelopment, social enterprise, and entrepreneurship. Its model centers on transforming disinvested places while creating practical pathways for residents facing barriers to employment. Coalfield describes its work as focused on creating opportunities for people, transforming places, and generating prosperity through workforce development, community-led construction projects, and entrepreneurship.

The visit was especially relevant to Allegany County's ENOUGH work because local survey feedback and listening session themes point to several connected needs: more youth activities and mentorship, better access to programs outside traditional business hours, transportation to and from services, safer and cleaner neighborhoods, workforce opportunities, healthier community environments, and stronger communication and trust between residents and organizations. Residents also identified a desire for programs that feel accessible, practical, and rooted in the actual needs of the neighborhood, rather than services that are disconnected from daily life.

OVERVIEW OF THE HUNTINGTON SITE

Coalfield's Huntington site is located in a former industrial facility, described during the visit as an old suit factory. The building has been repurposed into a mixed-use community and workforce development space that includes social enterprise activity, training areas, arts and cultural space, event space, and community programming. Coalfield's WestEdge Factory is described by the City of Huntington as a 96,000-square-foot former clothing factory in the Westmoreland neighborhood that has been redeveloped to support social enterprises, workforce development, community space, and creative uses.



The space itself was one of the most important takeaways from the visit. Coalfield has treated the building itself as part of the training and community-building process. The unfinished and evolving nature of the space allows trainees, artists, community members, and program participants to contribute to the creation of the physical footprint. This appeared to be a central part of the model: people are not only receiving services inside the building; they are helping build, improve, and define the building.

Coalfield staff described this as a long-term process requiring "patience, trending toward self-sustainability." The full buildout of the site was described as a roughly $43 million effort, with approximately half of that amount raised to date. Rather than waiting until every element is complete, Coalfield has continued to activate the space over time. This approach turns placemaking into part of the workforce development and community-building strategy.

COMMUNITY SPACE, ART, AND PLACEMAKING

A significant portion of the Huntington site is dedicated to community use, arts programming, and cultural identity. The site includes community space used for activities such as cornhole, yoga, rotating artists, live events, and other gatherings. During the visit, Coalfield staff described regular community programming, including a Wednesday cornhole event that can draw approximately 60 participants.



The site also includes a major art installation called Solidarity, which focuses on West Virginia history and the Mine Wars. The installation includes portraits of historic figures created from many smaller pieces contributed by local elementary school students. This was a particularly important model for Allegany County because it shows how youth engagement, local history, public art, and community pride can be integrated into a larger place-based revitalization effort.

For Allegany County, a similar approach could be explored in connection with the

Carver Center. The Carver Community Center, located at 340 Frederick Street in Cumberland, occupies a historically significant building constructed in 1921 as George Washington Carver High School. The school served African-American students until it closed in 1959 following school integration. The building has more recently sat vacant and sustained damage, but restoration efforts have been discussed as a way to create workforce development and youth enrichment opportunities for low-income families.

A potential Allegany County adaptation could include a living history or public art project connected to the Carver Center's history, African-American history in Allegany County, and the experiences of residents in the ENOUGH target neighborhoods. This could involve students from South Penn, John Humbird, or nearby schools contributing visual art, oral history, research, or storytelling elements that would become part of the restored space. Such a project could help connect youth engagement, community identity, historical preservation, and neighborhood revitalization.

Because the Carver Center is located outside the current ENOUGH target districts of South Penn and John Humbird, any future concept would need to consider access and connection to those neighborhoods. Transportation could be one strategy. Another possibility would be to develop in-school or after-school programming inside the target neighborhoods that contributes directly to the Carver Center project. For example, students in the target districts could participate in the research, art, storytelling, or fabrication work that becomes part of the Carver Center's public-facing community space.

WORKFORCE DEVELOPMENT AND THE COALFIELD MODEL

Coalfield's model is not only about the building. It is also about connecting physical redevelopment to paid work experience, training, stabilization support, and long-term employment readiness. Coalfield's workforce development model includes multiple levels of engagement, from shorter community trainings to more intensive paid training experiences. Coalfield describes its workforce development model as a flexible, multi-level approach designed to build skills, provide wraparound support, and support employers. Its model includes the well-known "33-6-3" structure: 33 hours per week of hands-on training, 6 hours of higher education coursework, and 3 hours of personal development activities.

During the site visit, Coalfield described several types of training pathways. These included shorter community training opportunities that may last from one day to one week, PATH programs described as two- to six-week bootcamp-style pre-apprenticeship programs, and WRAPS, or Workforce Readiness and Professional Success, a six-month paid, hands-on training model that also addresses employment barriers.

The WRAPS model was especially relevant to Allegany County because many local residents face barriers that cannot be solved through traditional classroom training alone. Coalfield emphasized that people often need immediate financial support in order to participate in workforce development. Staff discussed the importance of cash or cash-like supports, such as stipends or food vouchers, because residents may not be able to enter training if they cannot meet basic needs. They also noted that stipends may be structured differently than wages for purposes of public benefits, which can matter for participants who are trying to stabilize their lives while entering or re-entering the workforce.

A key feature of the model is "milestone time," or paid time for participants to address stabilization tasks that directly affect employability. These may include activities such as contacting the DMV, resolving issues related to a suspended license, addressing fines or fees, gathering documentation, or managing other personal barriers that prevent reliable employment. This concept is important because it recognizes that workforce

readiness is about more than just job skills. For many participants, employment success requires time and support to address the practical issues that keep them disconnected from work.

Coalfield also discussed its relationship with systems such as drug court and probation. Staff noted that Coalfield is willing to serve as an employer for individuals moving through recovery, drug court, or probation phases, while also recognizing that the model will not work for everyone. This is relevant to Allegany County because resident feedback identified drug activity, neighborhood safety, and the need for stronger supports as recurring issues. A model that combines paid work, accountability, support, and realistic expectations could help inform future local planning.

According to notes from the visit, Coalfield reported 186 crew members and 230 trainees, with approximately 5,200 people trained overall. Those figures illustrate the scale that can develop when workforce training, social enterprise, and place-based redevelopment are treated as connected strategies rather than separate programs.

SOCIAL ENTERPRISE AND MAKER-SPACE CONCEPTS

Coalfield's Huntington site includes several social enterprise and maker-space components. During the visit, participants observed or discussed a sustainable textile operation, machinery and training spaces, and a wood shop or "maker commons" concept that included traditional woodworking, leather making, hat making, instrument repair, and stained glass.

These activities were tied intentionally to the cultural and economic history of the region. For example, staff discussed connections to local glass factories and multi-generational hat makers. This was an important takeaway for Allegany County. A successful local model should not simply import generic training programs. It should connect training, entrepreneurship, arts, and community identity to Allegany County's own history, assets, and future opportunities.

For the Carver Center, this may suggest a future community center model that includes practical workforce training, youth enrichment, cultural programming, and maker-space activity. Potential activities could include trades exposure, public art, historical interpretation, digital storytelling, textiles, woodworking, food systems, small-scale entrepreneurship, or other programs that connect to local partners such as Allegany College of Maryland, HRDC, the City of Cumberland, community schools, and neighborhood organizations.

The Coalfield visit also included discussion of programs connected to the Healing Appalachia concert in Ashland, Kentucky, where Coalfield provides space and training support. This demonstrated another potential role for a community hub, and there could be room to explore partnerships with local music festivals in Allegany County such as DelFest.

POTENTIAL RELEVANCE TO THE CARVER CENTER AND ALLEGANY COUNTY

The Coalfield model is relevant to Allegany County because it responds to several needs identified through survey feedback and listening sessions. Residents identified a desire for more youth activities, mentoring, safe places, transportation to programs, evening and weekend access, healthier food options, and stronger trust between residents and institutions. A community hub modeled in part on Coalfield could help address several of these needs in one place.



The Carver Center may be a meaningful location for this type of concept because of its history, its potential restoration, its available funding, and its possible role as a workforce development and youth enrichment space. However, because the building is outside the current ENOUGH target districts, any future planning should directly address how residents from South Penn and John Humbird would access and benefit from programming. Transportation, school-based partnerships, mobile programming, and youth-led projects inside the target districts could help connect the Carver Center to the ENOUGH neighborhoods.

A potential local model could include:

- Youth enrichment and mentoring programs
- Workforce readiness and paid training opportunities
- Evening and weekend programming
- Arts, culture, and living history projects
- Maker-space or trades exposure
- Community events and safe gathering space
- Food access, agriculture, or healthy living programming
- Partner offices or rotating service access
- Transportation connections to ENOUGH neighborhoods
- Resident-led planning and feedback loops

This concept is a potential place-based strategy worth further exploration. Additional work would be needed to assess feasibility, confirm City of Cumberland partnership capacity, identify operating partners, determine transportation needs, estimate costs, and validate the concept with residents of the ENOUGH target neighborhoods.

IMPLICATIONS FOR THE ENOUGH CAPACITY-BUILDING PROCESS

The Coalfield visit reinforced several lessons that may be useful for Allegany County's ENOUGH work. First, community development can be most powerful when residents and participants are involved in building the place itself. Coalfield's model suggests that the process of creating a space can be just as important as the final facility. This may be especially useful in a community where residents want to feel heard and want to see visible change.

Second, workforce development must address real-life barriers. Coalfield's use of paid training, milestone time, personal development, and supportive employer relationships recognizes that residents may need help stabilizing their lives before they can succeed in traditional employment.

Third, a successful community hub should reflect local history and identity. Coalfield's use of public art, regional history, and traditional skills shows how a facility can become more than a service site. It can become a place where community pride, memory, and future opportunity are connected.

Finally, the model requires patience and phased development. Coalfield's site is a long-term, evolving effort that combines fundraising, construction, programming, training, and partnership development over time. That may be an important expectation-setting point for Allegany County.

PRELIMINARY TAKEAWAYS FOR FUTURE PLANNING

The Coalfield Development site visit should inform the next phase of ENOUGH planning in Allegany County in several ways. It provides a possible model for connecting workforce development, youth engagement, historical identity, social enterprise, and community space. It also offers a practical example of how a restored building can become an anchor for broader neighborhood and regional revitalization.

For this report, Coalfield serves as a learning model. The next step is to determine which elements could realistically translate to Allegany County, which partners would be needed, how the Carver Center (or another location) could connect to the ENOUGH target neighborhoods, and how residents can help shape the concept before it becomes part of a future Neighborhood Action Plan.

SITE VISIT: MOUNT CARMEL, PENNSYLVANIA CASE STUDY

Following the Huntington site visit, Allegany County partners were invited by Coalfield Development representatives to visit Mount Carmel, Pennsylvania, to see one of Coalfield's partnership-based expansion efforts in action. While Huntington showed Coalfield's model at a larger and more mature scale, Mount Carmel offered a practical example of how similar concepts can begin in a smaller rural community through a coalition, a community center, and a hands-on workforce project.

Mount Carmel is a rural borough of just under 6,000 residents. While smaller than Cumberland, it is located in Northumberland County, which is more comparable to Allegany County in overall scale. This makes Mount Carmel a useful case study for considering how a place-based workforce and revitalization model could be adapted to Allegany County.



During the visit, partners toured the Mount Carmel Area Community Center and observed young adults working on a courtyard construction project. The trainees were receiving hands-on instruction on an active construction site, with H&P Construction serving as a key community partner. This was an important example of workforce development connected directly to visible community improvement. Participants were learning job skills on-site while contributing to a facility intended to serve the broader community.

The Mount Carmel Area Revitalization Initiative brings together partners including Coalfield Development, Partners for Rural Impact, Central Susquehanna Opportunities, the Mount Carmel Area Community Center, the Central Susquehanna Intermediate Unit, H&P Construction, Bucknell University, the Borough of Mount Carmel, and SEDA-Council of Governments. Supported by Bloomberg Philanthropies, the initiative is designed to align workforce development, community services, neighborhood improvements, and investment in local buildings.

For Allegany County, the key takeaway is the role of local implementation partners. In Mount Carmel, H&P Construction provided the kind of practical, community-based partner needed to turn a larger revitalization concept into real training and real work. If a Carver Center concept moves forward, Allegany County will need to identify similar partners, including construction firms, trades employers, Allegany College of Maryland, workforce development providers, community-based organizations, and public agencies.

The Mount Carmel example also connects to local survey and listening session feedback in Allegany County. Residents identified the need for more youth activities, mentorship, safer and more active community spaces, better access to programs outside traditional 9–5 hours, and stronger pathways to opportunity. A community

center model that includes on-the-job training, youth enrichment, mentoring, and visible neighborhood improvement could respond to several of these themes.

The key lesson from Mount Carmel is that community revitalization does not have to begin with a fully completed facility or a large-scale program. It can begin with a community asset (such as an empty property), a small group of trainees, a committed local employer, and a coalition willing to align around practical improvements. For Allegany County, that lesson may be especially useful as partners consider how the Carver Center or another space could become a future hub for workforce development, youth opportunity, community history, and neighborhood connection.

APPENDIX A. LIST OF COMMUNITY ASSETS.

Asset	Asset Category	Key Services	Cradle-to-Career Education	Healthy Families	Economically Secure Families	Safe & Thriving Communities
Allegany Mountain Fresh Farmers Market	Food Assistance & Nutrition	Fresh food access, SNAP and nutrition incentive redemption		X		
First Church of the Nazarene	Food Assistance & Nutrition	Western Maryland Food Bank distribution site and congregational food support		X		
Healing Hunger Food Service	Food Assistance & Nutrition	Community food service and meal distribution		X		
Interfaith Community Pantry	Food Assistance & Nutrition	Community food pantry		X		
Our Lady of the Mountains - St. Anthony Place	Food Assistance & Nutrition	Food pantry and community meals		X		
Second Baptist Church	Food Assistance & Nutrition	Food pantry and congregational community support		X		
Western Maryland Food Bank	Food Assistance & Nutrition	Regional food distribution and the Bagman backpack program for children		X	X	
1st Way Pregnancy Support Center	Community & Faith-Based Organizations	Pregnancy support, parenting education, infant and baby supplies		X		
Allegany County Department of Social Services (DSS)	Community & Faith-Based Organizations	Child welfare, child support, SNAP and TCA benefits, burial and emergency assistance			X	X
Allegany County Transit Department	Community & Faith-Based Organizations	Public transit and paratransit service			X	X

Asset	Asset Category	Key Services	Cradle-to-Career Education	Healthy Families	Economically Secure Families	Safe & Thriving Communities
CASA of Western Maryland	Community & Faith-Based Organizations	Court appointed special advocates for children in foster care and abuse or neglect proceedings				X
Local Management Board of Allegany County	Community & Faith-Based Organizations	Child and family services coordination, local child wellbeing data, and funding for community programs		X		X
Maryland Legal Aid	Community & Faith-Based Organizations	Civil legal aid: eviction defense, benefits appeals, family law			X	X
Potomac Highlands United Way	Community & Faith-Based Organizations	Community funding, 2-1-1 referral, basic needs and family stability initiatives			X	X
Safe Space Cumberland	Community & Faith-Based Organizations	Youth drop-in space, basic needs, education and housing support		X		X
Allegany County Health Department	Health & Behavioral Health	Public health, care coordination, dental clinic, behavioral health, school health services		X		X
Archway Station, Inc.	Health & Behavioral Health	Psychiatric rehabilitation for children and adults, supported employment, community support		X		X
Maryland AHEC West	Health & Behavioral Health	Health insurance navigation, community health education, behavioral health initiatives		X	X	
Maryland Coalition of Families	Health & Behavioral Health	Peer support and navigation for families raising children with behavioral health needs		X		

Asset	Asset Category	Key Services	Cradle-to-Career Education	Healthy Families	Economically Secure Families	Safe & Thriving Communities
Mountain Laurel Medical Center	Health & Behavioral Health	Federally qualified health center: primary care, behavioral health and dental services on a sliding fee scale		X		
Service Coordination, Inc.	Health & Behavioral Health	Coordination of community services for children and adults with developmental disabilities		X		X
Spectrum Support, Inc.	Health & Behavioral Health	Autism and developmental disability services for children and families		X		X
Tri-State Community Health Center	Health & Behavioral Health	Federally qualified health center: primary care on a sliding fee scale for uninsured and underinsured families		X		
Unified Community Connections	Health & Behavioral Health	Disability services, supported living, day and community services		X		X
UPMC Western Maryland	Health & Behavioral Health	Hospital care, emergency behavioral health, community health workers, maternal and child health		X		
WVU Medicine Children's Medical Group	Health & Behavioral Health	Pediatric primary care and developmental screening		X		
Cumberland Housing Group	Housing & Homeless Services	Public housing and Section 8 Housing Choice Vouchers			X	X
Family Crisis Resource Center	Housing & Homeless Services	Domestic violence shelter, rape crisis services, legal advocacy, child services		X		X
Frostburg Housing Authority	Housing & Homeless Services	Public housing administration			X	X

Asset	Asset Category	Key Services	Cradle-to-Career Education	Healthy Families	Economically Secure Families	Safe & Thriving Communities
Human Resources Development Commission (HRDC)	Housing & Homeless Services	Head Start and Early Head Start, energy assistance, weatherization, housing, transportation	X	X	X	X
Interfaith Housing Alliance	Housing & Homeless Services	Affordable housing development, homeownership and housing counseling			X	X
Union Rescue Mission of Western Maryland	Housing & Homeless Services	Emergency shelter, meals, clothing and basic needs		X		X
Allegany College of Maryland	Schools & Educational Programs	Higher education, adult education and GED, workforce training, dental clinic, campus food pantry	X		X	
Allegany County Library System	Schools & Educational Programs	Early literacy, out-of-school learning, public computing, community space	X			X
Allegany County Public Schools	Schools & Educational Programs	Public K-12 education, community schools, student health and family supports	X	X	X	X
Beginnings Montessori	Schools & Educational Programs	Montessori early childhood education and preschool	X			
Bishop Walsh School - Jennifer Dunn Jones Early Childhood Center	Schools & Educational Programs	Early childhood education and preschool	X			
Child Care Choices	Schools & Educational Programs	Child care resource and referral, child care scholarship assistance, provider training	X		X	
Council for Exceptional Children and Adults	Schools & Educational Programs	Special education advocacy, family support, life skills	X			

Asset	Asset Category	Key Services	Cradle-to-Career Education	Healthy Families	Economically Secure Families	Safe & Thriving Communities
Frostburg State University	Schools & Educational Programs	Higher education, counseling services, community programming	X			
Maryland Family Network	Schools & Educational Programs	Early childhood system support, Judy Center and family support center network, child care resource services	X			
Parents' Place of Maryland	Schools & Educational Programs	Parent training and information for families of children with disabilities, special education advocacy	X	X		
Sheppard Pratt - Cumberland	Schools & Educational Programs	Nonpublic special education school, behavioral health, transition services	X	X		
Boy Scouts of America - Laurel Highlands Council	Youth Development Programs	Youth development, mentoring, outdoor and leadership programming	X			X
Jane's Place Child Advocacy Center	Youth Development Programs	Child abuse response, forensic interviewing, victim advocacy and trauma services		X		X
The Children's League	Youth Development Programs	Early intervention and therapeutic services for children with developmental needs	X	X		
The Salvation Army - Cumberland (incl. Red Shield Youth Center)	Youth Development Programs	After-school and out-of-school-time programming, food assistance, emergency financial help	X	X	X	
University of Maryland Extension - Allegany County	Youth Development Programs	4-H youth development, nutrition education, SNAP-Ed	X	X		

Asset	Asset Category	Key Services	Cradle-to-Career Education	Healthy Families	Economically Secure Families	Safe & Thriving Communities
YMCA of Cumberland - Family Center	Youth Development Programs	Out-of-school time, child care, recreation and family programming at the Family Center facility	X	X		X
YMCA of Cumberland - Riverside	Youth Development Programs	Out-of-school time, recreation, swim instruction, family programming	X	X		X
Horizon Goodwill Industries	Workforce Development & Employment	Job training and placement, education services, donated goods			X	
Maryland Division of Rehabilitation Services (DORS)	Workforce Development & Employment	Pre-employment transition services for students with disabilities, vocational rehabilitation	X		X	
Western Maryland Consortium	Workforce Development & Employment	Workforce development, job training, youth employment programs	X		X	