



THE COMMUNITY FOUNDATION  
*of* FREDERICK COUNTY

# Frederick County Human Needs Assessment: Update to the 2018 Report

June 2022

## Acknowledgements

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The Community Foundation of Frederick County gratefully acknowledges the participation of the key informants who agreed to be interviewed for this update to the 2018 Human Needs Assessment as listed in Appendix A.

The contents of this report are the responsibility of the author only, and do not reflect the views of The Community Foundation of Frederick County or the key informants in Frederick County who participated in interviews held in the first quarter of 2022.

Erik Devereux, PhD (Devereux Consulting) conducted the interviews and wrote this report.



## Executive Summary

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**Purpose.** The Community Foundation commissioned this update to the 2018 Human Needs Assessment to address the impact of the COVID-19 pandemic on human needs in Frederick County.

**Methodology.** The Community Foundation identified 35 key informants spanning the public and nonprofit sectors and many perspectives on human needs (see list in Appendix A). Interviews of these key informants using a structured protocol (see Appendix B) occurred from January 20 to March 14, 2022.

**Findings.** The top three needs or issues elevated by the key informants are as follows:

- Mental health.
- Affordable housing.
- Disparities in human needs related to diversity.

A large majority of the key informants are optimistic about the ability of Frederick County to address human needs in the aftermath of the pandemic but temper that optimism with concerns about continued coordination and cooperation among all the agencies and organizations in the County and about political divisions that create uncertainty regarding future resources for human needs.

**Recommendation.** The Community Foundation should consider supporting advocacy, public education, and “honest dialogues” to create a new consensus around human needs in the County.

# 1. Introduction and Methodology

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## Welcome to the Update to the 2018 Human Needs Assessment Report

**Background.** The Community Foundation of Frederick County (the Community Foundation) commissioned Devereux Consulting, Inc. to produce this 2022 update to the 2018 Human Needs Assessment (2018 HNA). In 2011, the Community Foundation published a human needs assessment that identified three broad clusters of needs:

- Health care including mental health.
- Services for youth (birth – age 24) including childcare.
- Basic needs including housing.

The Community Foundation launched the 2018 HNA acknowledging that these three clusters of needs would remain priorities across Frederick County. The 2018 HNA added the following additional priorities for funding programs and services in Frederick County:

- Supporting families with children of all socioeconomic backgrounds.
- Preparing for a growing elderly population.
- Responding to substance use disorder including opioids and alcohol.

Beginning in March 2020, the Community Foundation and other partner philanthropies in Frederick County engaged in a coordinated emergency funding effort to respond to the immediate needs of the County amidst the COVID-19 pandemic. That experience convinced the Community Foundation that the impact of COVID-19 required a fresh look at human needs in Frederick County. This update to the 2018 HNA reflects the many ways that the pandemic has impacted human needs in the County.

**Related Efforts.** The 2018 HNA report discussed six other efforts to assess human needs in the County. In March 2022, a new Community Health Needs Assessment identified the following three health priorities for the County:

- Trauma and adverse childhood experiences (ACEs).
- Diabetes and its co-occurrence with obesity.
- Mental health.

Because of the timing of the release of the 2022 Community Health Needs Assessment, these priorities influenced the findings of this update to the 2018 HNA.

## **Project Methodology**

**Key Informants.** To update the 2018 HNA, this project focused on interviewing key informants in Frederick County with significant experience related to all dimensions of human needs. The Community Foundation identified 36 people for interviews spanning a wide range of community perspectives and experience. Eventually, three on the original list of 36 people could not be interviewed; two people were added to the list in their stead. Appendix A of this report provides information about the 35 key informants. As noted in Appendix A, 22 of the 35 key informants also were interviewed for the 2018 HNA.

The 35 key informants included 20 leaders in public sector organizations, 14 leaders of nonprofit organizations, and one person representing a specific community of interest. This report does not provide additional demographics about the key informants for reasons of confidentiality and to avoid the misperception that the 35 informants represent broader community demographics. The key informants represent expertise and experience; their views do not necessarily represent public opinion.

**Interview Process.** Devereux Consulting created a structured interview protocol based on input the Community Foundation provided for the project. This protocol ensured consistency in the interviews of the 35 key informants. Appendix B of this report provides a copy of the protocol. The sections within the protocol address these issues:

- The experience of the key informants with the three primary products of the 2018 HNA (executive summary, full report, and the data visualization tool) and the impact of the 2018 HNA on the key informants' organizations at the time it was published.
- The key informants' perspectives on COVID's impact on Frederick County.
- Human needs priorities in the County in the immediate aftermath of the pandemic.
- Overall thinking about the responses to human needs in the County during the immediate future.
- Additional open-ended comments about human needs.

Devereux Consulting guaranteed complete confidentiality to the key informants to encourage completely unrestricted answers during the interviews. The content of this report summarizes the major points of agreement among the key informants and does not identify or highlight the responses of any one person.

Devereux Consulting completed the 35 interviews between January 20 and March 14, 2022. The interviews usually required between 45 minutes to one hour to address the questions in the interview protocol.

## Overview of the Report

Section 2 summarizes the findings from the interviews regarding the impact of the 2018 HNA. Approximately half of the key respondents reported that the 2018 HNA influenced the work of their organizations at the time the 2018 report was released. Section 3 discusses how the COVID-19 pandemic unfolded for the key respondents and what they learned about human services systems in Frederick County through that experience. Section 4 presents a new prioritized list of human needs as distilled from open-ended (unprompted) remarks by the key informants. The top three issues on that list are mental health, affordable housing, and disparities related to diversity. Section 5 offers some views about the ability of Frederick County to address human needs in the aftermath of the COVID-19 pandemic. Finally, Section 6 concludes the report with some recommendations for further consideration.

## 2. Impact of the 2018 Human Needs Assessment

### Familiarity with the 2018 HNA

Devereux Consulting sent a request by email to all key informants that they review the three products of the 2018 HNA prior to participating in an interview. This was to establish familiarity with the results of the 2018 HNA before asking the informants whether the 2018 HNA had influenced the work of their organizations. Table 1 presents the distribution of responses from the key informants regarding their review of the 2018 HNA.

Table 1: Review of 2018 HNA Products Prior to Interview			
Reviewed the Product	Executive Summary	Full 2018 Report	Data Visualization Tool
Yes – Recently	19	4	10
Yes - Previously	5	7	4
Not at All	11	24	21

In those instances where a key informant had not recently reviewed the 2018 HNA, Devereux Consulting discussed the top three priorities (families with children, aging, and SUD) and gave a brief demonstration of the data visualization tool. Most key informants were impressed by the content in the data visualization tool and expressed interest in using the tool in their future work.

## **Impact of the 2018 HNA**

When asked directly, 17 key informants said that the 2018 HNA had influenced the work of their organizations and 13 key informants stated that the 2018 HNA had little or no influence on their work. Positive influence of the 2018 HNA often involved re-enforcing existing goals and priorities but several key informants in the nonprofit sector reported using the 2018 HNA to establish new goals and attract philanthropic support for those goals. Five of the 35 key informants had arrived in their current positions after the 2018 HNA was completed and could not comment on its impact.

## **3. COVID's Impact in Frederick County**

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### **What the Pandemic Revealed about Social Service Systems**

The interview protocol asked the key informants to think about COVID-19 as a stress test on the social services systems in Frederick County and to comment on what that unexpected test revealed both positive and negative about those systems. Several consistent themes emerged across the interviews. In terms of the positive, the key informants frequently mentioned the following:

- After a brief period of “chaos” there quickly emerged effective coordination among many philanthropies and nonprofits across the County to supply services related to basic human needs such as emergency food. These networks connected with government agencies and overcame multiple barriers to success in addressing the crisis.
- Most public sector and nonprofit sector organizations rapidly pivoted to remote work without significant overall losses of service.
- Many organizations pushed out information technology to their service constituencies including computers, tablets, and free access to WiFi.
- By mid-2021, the financial resources to address many needs available through the federal and state government were substantially above those available before the pandemic.
- A strong sense of community purpose to mitigate the worse effects of COVID-19 was evident and there were positive results regarding effective quarantine early on and acceptance of vaccination once available.

In terms of the negative, the key informants frequently mentioned the following:

- Effective government responses took about 15 months to be implemented, during which time most of the burden was shouldered by underfunded nonprofits.

- Issues of duplication of services, competition for funding, and lack of coordination among service providers persisted during the pandemic.
- COVID-19 cut-off many in need of in-person services. Virtual or “tele-services” sometimes were not effective substitutes for mental health counseling or assessing child abuse and neglect.
- Significant disparities emerged based on socioeconomic status, location, age, gender, race, and ethnicity especially regarding access to health care and education. Many key informants commented on the “digital divides” in access to information technology necessary to participate remotely in education or to attend telehealth appointments. Negative consequences of the pandemic were felt more strongly in the areas of Frederick County west, east and north of Frederick City than inside the City or in the southern part of the County.
- The need for bilingual service providers (English/Spanish) substantially went unmet, resulting in systematic reductions in assistance to the Spanish speaking population.
- Housing in the County went from expensive to unaffordable to unobtainable as the pandemic rapidly transformed the housing market. Much of this transformation was the result of wealthier individuals moving into the County from outside to work remotely during the pandemic. For example, apartment rents in downtown Frederick City rose to levels usually seen in downtown Washington, DC.
- Front-line service providers experienced huge stressors related to the volume of demand for their services and now need assistance with “job burnout” that is not readily forthcoming. Several key informants were concerned that there will be large numbers of resignations of these providers as a consequence of pandemic stress.
- Access to childcare proved to be crucial to maintaining or losing employment during the pandemic. Childcare stood out in sharp relief as the prerequisite to employment.

Overall, the key informants expressed a strong sense of pride for how well Frederick County addressed COVID-19 and for how hard everyone worked to manage the crisis while also concurring that the long-term negative consequences of the pandemic have yet to be fully assessed.

## **How Organizations Responded to COVID**

Most of the key informants related similar transitions at their organizations as the pandemic began. These included the following:

- Making rapid adjustments in work to include remote work, social distancing for in-person services, and widespread use of PPE as that became available.

- Adopting new communication practices through the Internet including use of websites and social media to interact with the public.
- Assigning personnel to provide front-line services, even if that work was outside the job description, when the pandemic otherwise would have sidelined those workers.
- Encountering frequent difficulties making remote contact with service clients be as effective as in-person contacts especially regarding mental health, SUD, ACEs, and K-12 educational needs.

Many key informants volunteered that the COVID-19 pandemic was helping to push their organizations to make much more use of current information technologies, eliminate outdated practices, and leverage the benefits of remote or hybrid work. Some key informants also commented on how there were clear generational divides in the ability of staff and clients to pivot successfully to virtual platforms. The clients that had the easiest experience with virtual platforms often were those who had not received services prior to the pandemic and did not have to navigate the transition from in-person to virtual. Some key informants also expressed concern about patterns of geographic isolation among service populations such as seniors and those with SUD located to the east, west or north of Frederick City where they lacked reliable access to the Internet.

## 4. Human Needs Priorities After COVID

After discussing the experiences during the COVID-19 pandemic, the interviews turned to identifying human needs priorities for the next five years as the pandemic recedes. Table 2 summarizes the counts of *unprompted* mentions of specific needs or issues. The counts specifically are of the number of key informants mentioning each item listed. Table 2 is sorted from the needs or issues with the highest mentions to those with the lowest.

As the table indicates, a majority of the key informants are most concerned with three needs or issues: mental health services, affordable housing, and the intersection of diversity and disparities. Diversity in this instance spans race, ethnicity, gender, income, age, and geography in Frederick County.

Table 2	
Number of Key Informants Mentioning Specific Need or Issue	
Need	Mentions
Mental Health	22
Affordable Housing	22
Diversity/Disparities	17
Transportation	13
Seniors/Aging	12
Income/Jobs	11
Health Care	12
SUD	8
Childcare	7
Trauma/ACEs	7
Families with Children	6
Education K-12	5
Immigration	4
Obesity/Diabetes	3
Education Postsecondary	3
Homelessness	3
IT/Digital Divides	2
Food Security	2
Counts compiled from completed interview protocols.	



***Mental Health.*** The key informants already were concerned with the fragile mental health system in the County. Now more than two years into the COVID pandemic, that concern includes addressing the long-term trauma many in the community experienced because of the pandemic, including children cut off from schools and seniors completely isolated from personal contact, and the needs of front-line service providers who experienced an increase in job stress.

***Affordable Housing.*** The key informants presented a picture of housing in the County becoming so unaffordable that a wide range of front-line workers would be forced to migrate out to Washington County, West Virginia or Pennsylvania. Such migration might address housing costs but would increase transportation and other costs related to work. The key informants were concerned about the pandemic opening a huge rift between “haves” and “have nots” that would undermine community cohesiveness.

***Diversity and Disparities.*** Almost all the key informants connected other human needs to disparities related to the intersection of race, ethnicity, gender, income, age, and geography. These patterns are evident in the need for mental health care, affordable housing, transportation, improved job opportunities, and physical health care. These same disparities are evident in the digital divides that prevent many County residents from accessing remote services using the Internet.

Although income and job-related issues were directly mentioned by around one third of the key informants during the interviews, in their other remarks most of the key informants linked a wide range of human needs to the intersection of disparities and poverty. Within that viewpoint, they often recognized the geographic disparities in the County that are not about race or ethnicity but about place. The urban vs. rural disparities are as important as any other divides that COVID accentuated in Frederick County.

Most issues in Table 2 have emerged in the Community Foundation’s recent human needs assessments. Transportation is a well-known problem that currently is receiving attention from a variety of stakeholders. Addressing the needs of the aging population was a priority of the 2018 HNA and many key informants concurred that COVID had accentuated problems affecting the elderly in the County. Several highly knowledgeable key informants are concerned both with the lack of access to quality health care and with the frayed health care system that was severely stressed by COVID. While just seven key informants continued to elevate childcare as an issue, almost all those interviewed at some point expressed concern that the childcare system in the County was either damaged or broken, undermining the ability of workers to re-enter the workforce as the pandemic eased.

## 5. Challenges in Frederick County for the Immediate Future

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### Overall Outlook on the Next Five Years

The 2018 HNA included a survey of a wide range of Frederick County residents with a history of community participation. That survey asked detailed questions about the outlook for the future well being of various demographic groups. To update this aspect, the new interviews with key informants assessed their optimism regarding the ability of the County to respond effectively to human needs over the next five years. The specific scale presented to the key informants was, “Very Optimistic, Cautiously Optimistic, Cautiously Pessimistic, or Very Pessimistic.” Again, the key informants do not represent broader public opinion and the responses to this scale do not substitute for public opinion.

Table 3	
Outlook on Addressing Human Needs over the Next Five years	
Response	Count
Optimistic - Very	9
Optimistic - Cautiously	20
Pessimistic - Cautiously	4
Pessimistic - Very	2
Counts compiled from completed interview protocols.	

Table 3 summarizes the key informants’ responses regarding their optimism about the immediate future of addressing human needs in Frederick County. As Table 3 indicates, 29 of the 35 key informants either were cautiously or very optimistic about the immediate future. Driving this optimism are perceptions of increased coordination and cooperation among philanthropies, nonprofit organizations, and the public sector as a result of the COVID-19 pandemic. Another commonly cited source of the optimism are perceptions that there is substantially more community engagement in human needs now than there was before the pandemic. Some key informants also highlighted how long-simmering issues such as trauma/ACEs and mental health now were at the top of the human needs agenda and receiving long overdue attention and investment.

The most commonly referenced reasons for being anything less than “Very Optimistic” about the next five years included the difficult problems confronting the County such as affordable housing and transportation and concerns that the additional funding available during the pandemic to address human needs might be withdrawn as the pandemic recedes. Many key informants also saw that many rigid “silos” remain in place to limit cooperation and coordination. A few key informants are worried that Frederick County rapidly is transforming to be a much more complex metropolitan area but leadership in the County are still operating with a “small town” mindset.

## **Changes that Would Improve the Outlook**

When asked what would have to change in Frederick County to improve the outlook in the direction of “Very Optimistic”, the key informants often referenced the following:

- Increased coordination and cooperation among various organizations, including the possible consolidation of nonprofits that serve the same human needs.
- Evidence that current initiatives related to collective impact will move beyond talk to action and results.
- More emphasis on holistic approaches to well-being that include “one stop” centers for County residents to access a range of services simultaneously.
- Additional supports for the Spanish-speaking population and more bilingual service providers.
- Greater stability in funding for human needs amidst considerable political uncertainty in County politics.
- A shift toward prevention and away from palliative responses by investing in early childhood education and supports that reduce or eliminate homelessness.

Many of the key informants expressed concern about the political underpinnings of support for human needs in the County. These experts suggested that there should be new public advocacy campaigns to increase knowledge and awareness of issues such as mental health; more “honest conversations” about diversity, equity, and inclusion; and efforts to achieve greater consensus across the County to move past entrenched political differences.

## **6. Conclusions and Recommendations**

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In launching this update to the 2018 HNA, the Community Foundation framed the research in this report in terms of the following three questions.

1. ***Are the needs identified in 2018 still the most prominent?*** The key informant interviews definitely indicate that all of the needs identified in 2018 are not only prominent but that the pandemic severely exacerbated these needs in terms of long-standing disparities in terms of race, ethnicity, gender, income, age, and geography.
2. ***Are there new gaps in services or waiting lists for services?*** Despite the overall optimism of the key informants, the results of the interviews suggest a consensus that the COVID-19 pandemic is a negative inflection point for Frederick County in multiple ways. First, the transformation in the cost and availability of housing alone is creating long-term dislocations in the County. Second, the County is struggling to address the needs of the Spanish-speaking community that is a rapidly growing share of the overall

population and the largest source of racial and ethnic diversity. Third, the challenges of providing quality mental health services and rebuilding the childcare system may overwhelm the capacity of organizations and resources seeking to address these concerns.

3. *Has the COVID-19 pandemic changed the issues that Frederick County households are facing?* Many of the key informants interviewed for this report recognize that underlying many, but not all, of these human needs are the economic struggles of low-income County residents. In many parts of Frederick County, families at or under the ALICE threshold now are the majority in their local communities. Palliative efforts to provide emergency food or prevent evictions will not succeed over time to put these families on a trajectory toward economic security.

The Community Foundation on its own certainly cannot have much direct impact on these complex and expensive issues. The Community Foundation can have considerable indirect impact by supporting the following activities:

- Advocacy around issues of affordable housing and community sustainability.
- Public education campaigns to increase knowledge and awareness of human needs and how they are being addressed in the County.
- “Honest dialogues” regarding diversity, equity, and inclusion that include a focus on how geography in the County plays a crucial role in disparities.

The 2018 HNA report observed that Frederick County is rare in the United States for being so divided politically. There are “purple” states but not many “purple” counties like Frederick. The COVID-19 pandemic undoubtedly stoked some of the political divisions in the County with unpredictable effects for stability in public sector engagement in human needs. In addition to possible direct investments in such high priority issues as mental health, the Community Foundation could have a positive, impactful role to play in building consensus across the County regarding how to allocate scarce resources in service of human needs.

## Appendix A:

# Key Informants Interviewed for the HNA Update

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Affiliations are provided for identification only. The persons listed and the named organizations have not reviewed or endorsed the contents of this report. *Persons listed in bold italics also were interviewed for the 2018 HNA.*

- ***Shannon Aleshire***, Executive Director, Mental Health Association of Frederick County
- Tonya Amedon, Director of Housing, Housing Authority of Frederick
- ***Sister Martha Beaudoin***, Seton Center in Emmitsburg
- ***Don Briggs***, Mayor, Town of Emmitsburg
- ***Dr. Barbara Brookmeyer***, Director, Frederick County Health Department
- Nathan Brown, Mayor, Town of Brunswick
- ***Nick Brown***, Executive Director, Religious Coalition of Frederick County
- Rose Chaney, Administrator, Asbury United Methodist Church
- ***Elizabeth Chung***, President, Asian American Center of Frederick
- Ramenta Cottrell, Director, City of Frederick Department of Housing and Human Services
- Rev. Barbara Kerschner Daniel, Senior Pastor, Evangelical Reformed United Church of Christ
- ***Kris Fair***, Executive Director, The Frederick Center
- Mr. Dana Falls, Director of Student Services, Frederick County Public Schools (joined by Kerry Ann Henson, Coordinator of Intervention and Student Supports)
- ***Malcolm Furgol***, Executive Director, Frederick Healthcare Coalition, and Community Benefits Specialist, Frederick Health Hospital
- ***Jan Gardner***, County Executive, Frederick County Government
- ***Seaven Gordon***, Vice President, AARCH Society
- Robin Grove, Director, Frederick County Child Advocacy Center
- ***Maria Herrera***, Executive Director, Spanish Speaking Community of Maryland
- ***Chuck Jenkins***, Sheriff of the Frederick County
- ***Heather Kirby***, Vice President for Integrated Care and Chief Population Health Officer, Frederick Health Hospital
- Jason Lando, Chief, City of Frederick Police Department
- ***Mark Long***, Chair, Frederick County Affordable Housing Council

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- Debbie Marini, Director, Frederick County Department of Social Services
- Barbara May, Director of Family Partnership, City of Frederick Citizen Services Division
- Melissa Muntz, Executive Director, Student Homelessness Initiative Project (SHIP)
- **Michael O'Connor**, Mayor, City of Frederick
- **Anne Roessler**, President, Middletown People Helping People (joined by Jim Roessler, Treasurer)
- Kathy Schey, Division Director, Frederick County Senior Services Division (joined by Kitty Devilbiss, Director of Home and Community Connections)
- **Maria Schuck**, Executive Director, Centro Hispano de Frederick
- **Charles Smith**, Frederick County State's Attorney
- **Julie Stevenson-Solt**, Judge, Maryland Circuit Court
- **Andrea Walker**, Director of Behavioral Health, Behavioral Health Division, Frederick County Health Department
- Richard Weldon, President and CEO, Frederick County Chamber of Commerce
- **Jeanni Winston-Muir**, Director, Center for Student Engagement and Learning Support, Frederick Community College
- **Bruce Zavos**, Chairman, Frederick County Affordable Housing Council

## **Appendix B:**

# **Structured Interview Protocol for Update to the 2018 Human Needs Assessment**

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## Interview Launch Procedure

After reaching key information by telephone:

- ☐ Introduce yourself:

“My name is Erik Devereux, and I am a consultant with Devereux Consulting out of Silver Spring, Maryland. Our firm is under contract with The Community Foundation of Frederick County to update the 2018 Human Needs Assessment that the Foundation published several years ago. The Community Foundation specifically requested that I interview you as part of this effort to update the Human Needs Assessment.”

- ☐ CONFIRM TIME AVAILABLE FOR INTERVIEW:

“This interview may take up to 60 minutes of your time. My associate Stephanie McLaughlin previously scheduled that time on your calendar. Do you still have time available now for an interview of that approximate time without any anticipated interruption?” ☐ YES ☐ NO

IF NO: Inquire about how to reschedule the interview, STOP. Otherwise, continue.

## Interview Identification Details

Interview Date: \_\_\_\_\_ Interview Start Time: \_\_\_\_\_

Key Informant(s):

	Name	Organization	Title
Person 1			
Person 2			

- ☐ FRAME THE OVERALL PURPOSE OF THE INTERVIEW:

“Let’s begin. I will be asking you questions about your perception of human needs among the population of Frederick County following a structured protocol. I am using this protocol to ensure consistency as I interview persons across the multiple organizations involved. At times I may need to ask you to postpone a comment until I have reached the point in the protocol that bears on that comment. I appreciate your patience with this.

Your responses entirely are confidential, and you will not be quoted or otherwise identified with reference to a specific comment in any written reports. We are not recording this conversation but just taking written notes for further review and analysis.



If you do not have a basis in experience or information to answer a question, please just say that and we will move on to other questions.”

### **Interview Topic #1: Impact of the 2018 Human Needs Assessment**

**Q1a:** “Let’s begin by discussing the impact, if any, of the 2018 Human Needs Assessment on your organization and how you think about human in Frederick County. First, were you able to review any of the documents from the 2018 assessment in advance of this interview?”

- ☐ 2018 Executive Summary
- ☐ 2018 Full Report
- ☐ 2018 Data Visualization Tool

**Q1b:** “In general, how did the 2018 assessment impact your organization and your thinking?”  
*(Review the three major issues identified by the 2018 assessment if necessary.)*

## **Interview Topic #2: Perspective on COVID's Impact on Frederick County**

**Q2a:** "In many ways the COVID-19 pandemic was a type of 'stress test' on human services systems in Frederick County. From your perspective, what did that test reveal both positive and negative about those systems?"

**Q2b:** “What did your organization specifically do in response to any negative aspects of how COVID stressed human services systems?”

**Q3:** “Let’s look forward now to a few years out, hopefully with the COVID crisis substantially behind us. What do you see as the most important human needs in Frederick County on the other side of the pandemic?”

### **Interview Topic #3: General Outlook for the Immediate Future**

**Q4:** “What is your current thinking about responses to human need in the immediate future – say out five years? Are you optimistic in general or pessimistic, and why?”

**Q5:** “What would be necessary to change regarding how human needs are addressed in Frederick County to greatly improve your outlook for the immediate future?”

#### **Interview Topic #4: Open-Ended Remarks**

**Q6:** “Are there other comments or input you would like to offer at this point regarding the human needs in Frederick County? And please expand on any prior aspects of this interview that you would like to discuss further in addition to thinking of any new issues yet to be addressed.”

## Interview Conclusion Procedure

- ☐ “That concludes the material planned for this interview. You have been very generous with your time and with your willingness to provide so much information as part of this research effort. If you want to offer additional input, please reach out to my through Stephanie McLaughlin who scheduled you for this interview.”
- ☐ “Devereux Consulting anticipates that there will be a written report based on this research which we will provide to the Community Foundation soon.”
- ☐ **Q7:** “Do you have any other issues you wish to address before we conclude?” ☐ YES ☐ NO

IF YES: List the issues and the responses.

- ☐ “Thank you again so much for your time. Devereux Consulting is extremely grateful for your willingness to participate in this research. Good bye.”
- ☐ Interview End Time: \_\_\_\_\_