Collaborating to Create Positive Change for Our Children and Families
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Grateful appreciation is extended to the following outgoing officers and directors during 2019:
Jonathon Brice, EdD, Montgomery County Public Schools Representative
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Dalbin Osorio, Program Manager, Children with Intensive Needs
Jade-Ann Rennie, Program Manager, Public Health
Shane Tate, Program Manager, Excel Beyond the Bell
Elijah Wheeler, Deputy Executive Director & Director, Social Justice
What is the Collaboration Council?
A nonprofit (501c3) organization established under State law and local resolution to be the Local Management Board (LMB) in Montgomery County, Maryland. In 1992, LMBs were established by state government to oversee and coordinate family services in each Maryland jurisdiction. Today, we continue to use results and indicators to prioritize action, identify community needs, and formulate a community-wide strategic plan.

Our Vision...
A caring community with stable families, where children are healthy, safe, ready to learn, successful in school and prepared for life.

Our Mission...
To improve the well-being of children, youth and families in Montgomery County through collaborative partnerships.

Our Role...
We play several roles to fulfill our mission of improving results for children through collaborative efforts. With our partners, we lead and provide support in the development of an innovative and integrated system of education, health, and human services to effectively address the needs of families in Montgomery County. We establish joint goals, set strategic priorities, inform policy, strengthen systems, support quality programs, and ensure accountability that will lead to collective impact.
THE CHILDREN’S AGENDA—Achieving Results

Since 1992, the Collaboration Council has worked with many partners to create strategic alliances among organizations and individuals serving children—government agencies, community organizations, businesses and educational institutions, elected officials, advocates—that will lead to transformational change and ultimately achieve the community-wide outcomes outlined here in The Children’s Agenda.

Our collective focus is primarily on improving outcomes for our County’s children and youth, who are involved in our social systems such as mental health, child welfare, juvenile justice, special education, or health care system. It also includes those who lack connections to social supports such as youth who are homeless, no longer in school, or have an incarcerated parent. Either because of individual characteristics or environmental conditions, these children are more likely to find themselves in a situation where the supports that can lead to successful long term outcomes—strong families and supportive communities—are missing.

Healthy Children
Young People Prepared for the Workplace
Children Safe in Their Home, School and Community
Young Children Ready for School
Young People Making Smart Choices
Communities That Support Family Life
Success for Every Student
Stable and Economically Secure Families

Evaluating Investments

The Collaboration Council is responsible for tracking the availability of programs serving children and youth, monitoring the performance of the programs we fund and evaluating the collective impact of the system of services and supports.

Community Results-based Accountability: The Collaboration Council uses Results-Based Accountability (RBA) as a framework for thinking and taking action to improve the lives of children, youth, and families. RBA organizes the process a community can take to find solutions, or “turn the curve” and then evaluate progress.

At the community level, RBA focuses on establishing a collection of results and indicators. These measures provide a clear, practical, and measurable way of articulating the common agenda for collective impact. Visit our website to see how we measure the priority results for child well-being:
• Healthy Children
• Children are Successful in School
• Youth Having Opportunities for Employment or Career Readiness
• Families are Safe and Economically Stable
• Communities are Safe for Children, Youth and Families

FINANCIAL INFORMATION

Total Operating Revenue
Fiscal Year 2019 Unaudited $5,708,409

- 46% Montgomery County
- 21% SAMSHA
- 20% Governor’s Office for Children
- 11% Other State Revenue
- 2% Foundations

Program Areas
Fiscal Year 2019 Unaudited Total Expenditures $5,607,942

- 23% Equal Justice
- 21% Substance Abuse
- 16% Management & General
- 11% Education
- 8% Community of Practice
- 5% Re-Engagement Center
- 4% Early Childhood
- 3% Montgomery

About the Collaboration Council
Looking Ahead to FY2020

We are excited to unveil a new mobile app of infoMONTGOMERY—iConnectMoCo. The app is designed for youth who are not engaged in school or meaningful work to connect them to food, educational and job search assistance as well as counseling. The app connects to targeted services, resource guides, and importantly, Everymind’s crisis line, where youth can text, call or chat with a live person. The creation of the app was paid for in part by the SAMHSA System of Care grant to identify those programs that are available to disconnected youth and young adults. It will benefit the entire continuum of care, because it will be accessible on google play and the apple store. We anticipate launching the app publicly in late 2019.

Shared Mission

To create one tool that can be used by all to link individuals, families and providers to up-to-date and accurate information on programs available in Montgomery County.

Convening Partners

infoMONTGOMERY is a collaborative effort of public and private agencies that provides detailed information about health, education and human service resources throughout Montgomery County. It connects individuals to needed services, helps programs become aware of and connect with each other, and assists decision makers in assessing gaps in services.

Other functions of infoMONTGOMERY include:

• A news feed highlighting content from many partners on issues such as Substance Abuse, Mentoring and Employment.
• A calendar where users can submit events that support our work
• Social Media buttons to easily share information on Facebook, Twitter and a host of other platforms.

RESULTS

• We contracted with Asana Creative Strategy to increase community awareness of the website and resources available to residents reached over 150,000 people in Montgomery County
• Creation and distribution of individual postcards highlighting Behavioral Health, Youth Development, Healthy Living, and Substance Abuse Prevention
• 623 agencies are active and host 1,550 programs
• Over 31,000 individuals viewed the site 84,000 times.

Supporting Our Communities

In Partnership with the Systems of Care Grant from SAMHSA, we were able to enhance infoMONTGOMERY by creating a tool that helps connect people to specific services. The mapping tool can combine service terms and populations, and added a public transportation overlay, childcare availability and payment options. In this partnership we also developed mentoring, homeless and youth mental health resource guides, as well as a guide for Maryland directory by county.
Shared Mission
To ensure that all Montgomery County children, zero to five years old, are healthy, happy, learning every day and, therefore, fully prepared to succeed upon entering Kindergarten.

Funding Supports for Children and Families

Home Visiting
Healthy Families Montgomery (HFM) is a nationally accredited in-home service providing early intervention parenting support to ensure that first time parents in Montgomery County begin their families successfully. For twenty-two years, this program has been successfully working to promote positive child development and positive family relationships among low-income, first time families at high risk for poor birth outcomes by:

• Promoting positive parenting
• Enhancing child health and development
• Preventing child abuse and neglect

Services are designed to reduce family risk factors and enhance protective factors, and families participating in the program receive these services before the baby’s birth and continue until the child is three years old. Families benefit from the ongoing professional relationship with a specially trained Family Support Worker who guides them in building a strong parent-child bond, recognizing developmental progress and encouraging developmental next steps.

HFM continues to serve an overwhelming majority of Hispanic families (95%), with the remaining families being African, Asian-Pacific Islander and White. HFM has noted that some of these vulnerable families experience many stressors due to mental illness, substance use disorder, limited self-sufficiency, intimate partner violence and the experience of abuse or neglect as a child, further complicating the pathway for healthy parent-child development. The Collaboration Council helps fund this initiative through Family Services Inc.

RESULTS
• 57 first time mothers were enrolled in the program
• 179 in-home assessments conducted
• 2,451 home visits provided to 153 families
• 94% of families served spoke Spanish
• None of the families had an indicated case of child abuse
• 96% of mothers who delivered in FY19 completed postpartum care; one repeat birth to a teen mother
• 99% of children have a primary health care provider
• 98% of children were immunized on schedule
• 100% of children demonstrated normal child functioning, or were receiving services for identified developmental delays
• 97% of parents demonstrate adequate knowledge of child development
• 90% of parents demonstrate adequate positive interaction
• 98% of families have maintained or improved housing status.

Limits in Child Care Subsidies and wait lists created by funding cuts mean that some young children may be cared for in unlicensed settings rather than quality early care and education programs. Children in low-income families face more disadvantages than children in households with more financial resources. Rapidly changing County demographics create a challenge to providing culturally appropriate services for the growing number of young children.

Community Plan for Child Well-Being
Montgomery County
Out-Of-School Time

Shared Mission
To inspire children and youth to realize their full potential by building a sustainable system offering safe, quality, and accessible out-of-school time programs.

Building Collaborative Services for Out of School Time Programs

Convening Partners: Excel Beyond the Bell (EBB) is a public-private partnership working together with the Montgomery County Recreation Department, Montgomery County Public Schools, and community-based organizations.

Our partners work together to determine programs offered, outreach to students and families, space, data collection and analysis, transportation and food.

EBB Middle School Programs

RESULTS
- Who did EBB Middle School Programs Serve? 2,472 youth were served in EBB programs at Argyle, Col. E. Brooke Lee, Loiederman, Clemente, Forest Oak, Neelsville, Francis Scott Key, and Montgomery Village Middle Schools.
- How well has EBB Middle School Programming served youth? Youth have continued to consistently report that the EBB Middle school programs have provided them with a sense of belonging and membership, a key factor leading to resilience in youth.

Note: EBB program sites are selected by our public partners based on factors such as FARMS rates and limited access to extra-curricular enrichment and recreation activities.

Youth Development Community of Practice

The Youth Development Community of Practice (CoP) is a county-wide knowledge sharing and learning entity designed to provide professional development programs and resources for youth development practitioners in Montgomery County. It strengthens the workforce capacity of youth serving organizations, and makes it possible for young people in the County to have staff who are competent, caring and prepared to deliver the highest quality programs and services.

By connecting youth practitioners with professional development opportunities, the Community of Practice offers training and education programs with research based content and field tested best practices equip youth program staff with knowledge and skills necessary to offer program experiences that contribute youth gaining developmental outcomes. The Community of Practice strengthens organizational best practices with programs tailored for supervisors and managers. Investments in technology expands the availability and accessibility of resources through Youth Development NOW the Community of Practice online learning platform.

RESULTS
- Since 2016, the average attendance per workshop increased from 12-15 participants to 22-25 participants.
- 100 youth development practitioners attended the 2019 Youth Development and Mentoring Symposium. Workshops included Understanding the Adolescent Brain, Innovative Programs for Girls of Color, Implicit Bias, and Strengthening Supervisory Skills, and Best Practices in Serving Trans and Gender Diverse Young People.
What Our Out of School Time Provider Partners Share About EBB:

At Forest Oak Middle School there were two participants that originally did not get along. Although the program leader made sure that they were civil with each other, it was a difficult situation. After the program session about empathy and effective communication, they slowly began to talk to each other and slowly learned to communicate with each other in order to be more understanding. It was wonderful to see them become best friends as the program went on and now they are inseparable.

– ISABELLA WISE, Crittenton Services of Greater Washington

When the youth were asked what they liked most about their experiences in the program, they shared the following quotes and attributes to describe the time spent in our program as: “creative”, “fun”, “interesting”, “active”, “educational”, “focused on health”. They enjoyed “friendships”, “the opportunity to play and be outdoors”, “exercise”, and “cooking food”.

– RENEE PRILOEAU, Kids Kitchen

• A coordinated sequence of training topics is offered each month to meet the needs and interests of youth development practitioners. Participants bring new knowledge and best practices to serve youth in neighborhood centers, out of school time programs, schools, recreation, and health organizations.

• To maintain quality and relevancy, feedback is collected after each training. As a result, this year’s new workshops included Teen Life Coach Certification Training.

• More than 1200 individuals representing 160 organizations serving Montgomery County participated in the Community of Practice workshops and other professional development programs.

Looking Ahead to FY2020

In addition to the monthly face to face workshops, Youth Development NOW, an E learning platform will make training more accessible and increase learning connections through online learning communities. Youth Development NOW includes a resource library, virtual spaces for discussions with experts, peer to peer networking, technical assistance, archived webinars, a community calendar, and place to post job openings. CoP will offer intensive blended earning series with face to face and on line training.

Based on the strength of the establishment of the Excel Beyond the Bell Middle Schools Out-of-School Time programs and Provider Network, the Collaboration Council received additional funding in FY 20 to fund additional out-of-school time programs in 4 additional middle schools; White Oak Middle School, Forest Oak Middle School, Francis Scott Key Middle School and Benjamin Banneker Middle School. These efforts brought programming focused on the social emotional development to schools in need of such programs and out-of-school time opportunities to support the youth and families they serve.
Social Justice for All Youth

Shared Vision
To ensure all Montgomery County youth are treated fairly and have an equal chance to live safe, healthy and successful lives.

Building Organizational Capacity in Mentoring
This past year, our Montgomery County MBK (My Brother’s Keeper) coalition partnered with other local MBK initiative partners (MBK Prince George’s County and various MBK DC affiliates) and sponsors such as Lexus, Taylor Made and City Swing to launch our first annual MBK “My Brother’s Birdies” Charity Golf Classic at TPC Potomac at Avenel Farm in Potomac, Maryland. The event was a rousing success with over 200 attendees, including avid and weekend golfers, local professional athletes, non-profit leaders, and the young people their programs serve. Attendees enjoyed a day of golf lessons, hole specific-games and food in the name of raising funds for local mentoring organizations. We want to thank our partners YMCA of Metropolitan Washington, Maryland Multicultural Youth Centers, Pride Youth Services and the David and Mikel Blair Family Foundation who were able to participate and show support. We are excitedly looking forward to next year’s event!

Conservation Corps
Maryland Multicultural Youth Center (MMYCYC) continues to deliver great work in partnership with the Collaboration Council and Montgomery County Health and Human Services in serving youth in the Conservation Corps program. Youth ages 17-24 gain hands-on experience in the environmental sector by working on conservation projects in the field, while balancing this with work in the classroom as they work toward gaining their GEDs. During the year, youth made great educational gains including 11 GED graduates and 14 youth that completed 42 total sections. The work crews completed projects in 13 locations including County, State, and National Parks as well as in the non-profit environmental community.

Students were challenged by barriers such as family health challenges, domestic violence, court responsibilities, mental health issues, parental discord, housing instability, income insecurity, and co-parenting responsibilities. The Conservation Corps staff works to support youth with the opportunities, services and positive relationships they need to thrive.

RESULTS
- The Corps enrolled 35 members, 94% of the students lacked a high school diploma, 94% of Corps members lived in low income households, 23% had been arrested, 23% had children or were expecting, and 34% faced housing instability.
- Youth had an 85% attendance rate
- 414 hours of GED instruction was provided to youth
- 627 hours of work on site, safety instruction, project planning and tool instruction provided and
- 389 hours of life-skill, job-readiness, certifications, team building, and environmental education.

Youth Advisory Council
The Youth Advisory Council (YAC) is part of the Reengagement/Drop-In Initiative and is in partnership with the Department of Health and Human Services. The YAC includes youth between the ages of 16 and 24 from Montgomery County, as well as a Facilitator and an adult member. The purpose of the YAC is to provide authentic youth voices in program development,
Social Justice for All Youth

in order to gain their perspective on issues faced by youth and to cultivate youth buy-in for our programs. Also to demonstrate a commitment to youth leadership and a belief in young people’s ability to be effective community leaders. For youth to be fully engaged, we must develop a space which is welcoming and safe. Meaningful youth engagement views youth as equal partners with adults in the decision-making process. Programs and activities are developed with youth, rather than for youth. In this kind of equal partnership, both adults and young people are fully engaged, open to change in how things are done, and share a unified vision for the partnership.

The YAC has only recently formed, but is already in the process of identifying outreach opportunities for disconnected and homeless youth. They are working on a project to obtain youth feedback on how to create safe spaces at the Reengagement/Drop-In Center, identifying barriers to finding youth specific housing and creative solutions for removing these barriers. The YAC is also committed to taking part in and providing youth voice to the 2020 Youth Reach Count.

Catalyst for Change

The Collaboration Council is sponsoring The Catalyst of Change Youth Fellowship (CCYF), which is an initiative created by Mr. Rashad Stanton, who has a proven track record as a change agent in the youth community. CCYF is a youth focused and centered initiative that provides culturally competent youth leadership programs. It captures and builds on youth voice, develops leadership skills, and provides youth with the confidence needed to find and use their voices. There are currently 16 youth in the cohort and they will work through a curriculum over the course of 10 months, ending in April 2020. Examples of content areas include: Advocacy, Community Organizing, Debate, and Social Justice. In addition to training the next generation of community leaders, the CCYF will provide the Collaboration Council with youth voice when requesting programmatic funding from state and local sources.

Looking Ahead to FY2020

With our partners, Lead4Life and LAYC, the Collaboration Council will continue the work of the Reengagement/Drop-In Center, where disconnected and homeless youth can receive education training, workforce development, job training, mental health counseling, and case management services. Youth experiencing homelessness will have low barrier access to basic necessities and an entry point into the Montgomery County Continuum of Care for housing.

The Collaboration Council is happy to announce our partnership with SMYAL (Supporting and Mentoring Youth Advocates and Leaders). SMYAL is a D.C. based non-profit agency that supports and empowers lesbian, gay, bisexual, transgender, and questioning (LGBTQ) youth. The Reengagement/Drop-In Center will have a specially trained LGBTQ Navigator, who upon request from youth, will provide resources, workshops, and case management services. They will also provide staff training to ensure the Reengagement/Drop-In space is welcoming to all our youth in Montgomery County.
Shared Mission
To build an alliance of community stakeholders actively involved in the prevention/reduction of underage and illicit substance so that Montgomery County youth can lead healthy, safe and successful lives free of substance use.

Maintaining an Alliance
Led by the Collaboration Council, the Montgomery County Alliance to Prevent Youth Substance Abuse seeks to be inclusive of all public agencies, private organizations, neighborhood coalitions, and community members who are concerned about alcohol, tobacco and other drugs and our youth.

The goals of the coalition include:
• Changing the social environment by promoting community norms to:
  – Decrease the use of alcohol, opioids and other prescription drugs;
  – Increase public awareness and education about the short term and long term effects of alcohol, opioids and other prescription drugs.
• Building the capacity of substance abuse prevention programs and services
• Reducing risk factors and increasing protective factors among county youth and families by providing alcohol, opioids, and other drug use prevention, education, outreach programs and services

Community Forums
In partnership with the County’s Overdose Intervention Team (OIT), we hosted four community forums aimed at increasing education and awareness about the opioid epidemic, which is one of the nation’s current public health concerns. These forums were hosted in areas with an increase in Naloxone (Narcan) administration: Rockville, Damascus and Germantown, and targeted youth, adults and seniors. With approximately 200 total attendees, the forums provided an introduction to understanding opioids/opiates, highlighted current efforts to prevent opioid misuse and treat an individual with opioid use disorder, and discussed legal protections afforded to individuals assisting in an emergency overdose situation. Most importantly, these forums allowed individuals in active recovery to share both their history with opioid use and their success stories while in treatment.

Under 21 Mini Grants
Montgomery County Department of Health and Human Services awarded $19,000 to support programs focused on providing underage and illicit substance use prevention education to youth in Montgomery County. Funds awarded from the mini grants must be used to provide primary prevention activities directly to middle/high school aged youth or youth under the age of 21, who are at risk for underage or illicit substance use.

RESULTS
• 22 organizations were awarded mini grants ranging from $500-$1000
• 15 were Post Prom/After Prom Events and 7 were Out-of-School-Time Program/Activities
• 6,450 total number of youth served at these events.
**Accessing Services**

**Children, Youth and Young Adults with Intensive Needs**

**Shared Mission**
To connect families and their children with complex needs to a coordinated array of community services and supports to maintain them in their home, school and community.

**Providing a Pathway to Services**
Pathway to Services is a family-friendly gateway of services and supports to help children with emotional and/or behavioral needs get connected to the right supports and services. The Pathways associate provides information on low-cost, no-cost services that exist in the County, ranging from basic living needs to mental health resources to out of home placements. The Montgomery County Federation of Families often is called upon to assign a trained Family Navigator to provide support and guidance to parents and caregivers.

**RESULTS**
- 539 calls received
- 78% of callers were given referrals to community resources
- 78% of callers reported they were satisfied with the referral
- 70% of callers reported increased confidence and competence in addressing future needs.

**Convening the Local Care Team (LCT)**
The Local Care Team (LCT) is an interagency partnership of five public child-serving agencies and a member of the team who represents and advocates for the needs of the families. Together, the team works to resolve the complex needs of children and youth that can only be addressed across agencies. Convened and chaired by the Collaboration Council, the LCT problem solves and busts barriers to obtain resources so that the children and youth can remain or return to the community with their families while improving their functioning. The LCT ensures that services are youth and family driven, culturally competent and that services support youth with behavioral health challenges to promote success in school, strengthen bonds in the family, and develop ways of coping and overcoming emotional and behavioral problems.

**RESULTS**
- 113 cases reviewed
- 52 cases were connected to the JSSA’s wraparound services
- 86% had no critical incidents during service
- 98% did not engage in delinquent behaviors
- 95% did not enter an acute psychiatric placement.

**Building Connections and Supports**
Bridges to the Future is a four year SAMHSA funded grant initiative (awarded October 2016) in Montgomery County to expand the System of Care (SOC) to meet the multi-faceted needs of youth and young adults with mental health challenges transitioning into adulthood, ages 16-21 and their families.

The goal is to create a SOC that provides a continuum of effective, community-based services and supports for this population of focus who have difficulties with life domains like school, work, relationships, well-being/behavioral health, life skills, housing and/or transportation. Further, the SOC works to build meaningful partnerships with youth and young adults, and their families to addresses their cultural and linguistic needs in a trauma-informed way to help them.
function better at home, in school, in the community, and throughout life.

Bridges to the Future provides care coordination by Jewish Social Services Agency and peer support services through Montgomery County Federation of Families, a family-run organization and integral SOC partner and began delivery of services in January 2018. Transition Coordinators, now employed by Jewish Social Services Agency, were selected and trained by the Federation of Families to coordinate youth’s care and services, identify and promote youth’s strengths, advocate for youth within systems, and prepare youth for transition to successful, independent adulthood. Youth and Family Support Partners, based on their lived experience, were also selected and trained by the Federation of Families to provide mentoring and coaching to youth and families they are matched with and to help, encourage, support and teach them how to advocate for themselves.

**RESULTS**

- Using the Bridges to the Future SOC grant, built the infrastructure to implement a youth-friendly care coordination model, which includes expanding the capacity and capability of the existing SOC.
- Convened an interagency team monthly, representing major transition-age-youth serving agencies in Montgomery County, to identify and network to solve system barriers.
- Served 40 youth and young adults by bridging the gap to services, and teaching them how to take the driver’s seat of their own plans of action.

**The Plan Worked**

While enrolled in Bridges, youth create a Future Plan that outlines their goals and strategies to reach them. One big goal for Kathleen was to purchase her own laptop to complete a GED program.

When Kathleen enrolled in Bridges, she was not enrolled in school and worked a few hours each week. She wanted to get back into school, but did not know how to do this. Her Transition Coordinator provided referrals and resources to help her choose an education program that fit her well. Kathleen was able to enroll in an online program to receive her high school diploma. While in Bridges to the Future, she was also able to gain more hours at her job, which ultimately led to a new job title and the ability to start saving for a laptop. Kathleen wanted a laptop to continue her online classes more easily at home. Bridges partnered with Kathleen to help make that possible. If Kathleen could save half of the money for a laptop of her choice, Bridges would match her using flex funds. As of May 2019, Kathleen was able to save $250 and received the matching funds from Bridges. She was able to purchase her first laptop to continue her online GED program exceeding her original goal.
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<td>Network for Good</td>
</tr>
<tr>
<td>Anonymous Donations via Facebook</td>
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<table>
<thead>
<tr>
<th>Private Foundations</th>
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<tbody>
<tr>
<td>Meyer Foundation</td>
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<tr>
<td>The Morris and Gwendolyn Cafritz Foundation</td>
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<thead>
<tr>
<th>Public Funders</th>
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<tr>
<td>Governor's Office for Children</td>
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<tr>
<td>Maryland State Department of Education</td>
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<tr>
<td>Maryland State Department of Juvenile Services</td>
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<tr>
<td>United States Department of Health and Human Services, Substance Abuse and Mental Health Services Administration</td>
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<tr>
<td>Montgomery County Department of Health and Human Services</td>
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Disclaimer: The author and publisher have used their best efforts in preparing this annual report. FY2019 end of the year reports submitted by providers receiving funding from the Collaboration Council were compiled and submitted to the Governor’s Office for Children, Montgomery County Government, Maryland Department of Juvenile Services, and Maryland State Department of Education, as a reporting requirement of a Local Management Board. These reports were used to prepare the Collaboration Council’s 2019 Annual Report with the intent to highlight programs and program measures.