

# *Balance*

STRIVING FOR  
PROGRESS FOR  
FAMILIES &  
COMMUNITIES

**FY23**





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**FY23**

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**Over the past decade we've been diligently pursuing a vision of a more balanced investment of our time and resources in upstream work with families and communities, while recognizing acute needs that require care and support remain. It's been an intentional focus to address the systemic challenges that have led families to difficult circumstances but also being able to run toward emergent needs of children, families, and communities when needed.**

When we held our first community-based prevention meetings which later became the Bester Community of Hope initiative, we illustrated this dilemma through the often told "Upstream" parable by medical sociologist Irving Zola. He once shared, *"There I am standing by the shore of a swiftly flowing river, and I hear the cry of a drowning man. So, I jump into the river, put my arms around him, pull him to shore and apply artificial respiration. Just when he begins to breathe, there is another cry for help. So, I jump into the river, reach him, pull him to shore, apply artificial respiration, and then just as he begins to breathe, another cry for help. So back in the river again, reaching, pulling, applying, breathing and then another yell. Again and again, without end, goes the sequence.*



*You know, I am so busy jumping in, pulling them to shore, applying artificial respiration, that I have no time to see who the hell is upstream pushing them all in."*

What would you do if you were him? The truth is, many of those working in human services are in this situation daily. We believe it's not an either/or premise, it's a both/and solution. Going upstream means more need to be involved and in alignment to allow the root cause to be addressed. The limitations and challenges of our current systems of care require a greater balance of investment towards expressed needs of families and communities upstream, which in turn necessitates a shift in the balance of power towards those we serve.

If we shift our response towards flexible support, and measure and evaluate those investments based on both the tangible results of progress as well as the more difficult to measure impacts to quality-of-life, kids and families do better. Evaluating results is critical to ensure wise investments and transparency, but not everything shows up in the numbers, we have to be flexible and open to a better way.

As we continue to take steps toward the ultimate vision where children are safe and nurtured, families are strong and resilient and neighborhoods are connected and thriving so that achieving dreams is possible, let's balance our efforts, dollars and measurements towards the types of basic and informal supports that are universal. If we can do that, we'll move closer to our vision much faster than anyone can imagine.

### **Keith Fanjoy, LCSW-C**

*President & CEO*

*San Mar Family & Community Services*

<sup>1</sup>I.K. Zola, "Helping Does It Matter: The Problems and Prospects of Mutual Aid Groups." Addressed to the United Ostomy Association, 1970.



A SAN MAR INITIATIVE



**FY 23**







# DIRECTOR'S LETTER

*Dear Friends,*

As a resident and community driven initiative operating in real-time along those that live and work in the South End of Hagerstown, we acknowledge the value of remaining flexible, collaborative, and innovative in our efforts. This past year our B.O.O.S.T. (Bester Out of School Time) team wrapped up our afterschool programming as Bester Elementary transitioned to services provided under their Community Schools initiative. This core and exceptional team of leaders made a lasting impact on the families and students we've served over the last five years not only through giving of their time and talent, but the relationships cultivated were "life changing." On behalf of the South End community, thank you Ms. Amanda, Mr. Jerry, Ms. LeeAnn, and Ms. Alexis. This was not just an afterschool program. It was a safe place established by trusted adults that students and families could not only celebrate with but also a hand to hold when faced with some of life's most difficult moments. This is the ripple effect of hope.

Our accomplishments during fiscal year 2023 were made possible thanks to the devotion and perseverance of our hardworking staff, residents, volunteers, and partners. It's an honor to be a trusted partner to residents and stakeholders who continue to turn to BCOH in partnership in supporting our collective missions. Investing in the wellbeing of children and families - together. It's not just a program or a service. It's the transmission of hope; our collective ripple effect cultivated through authentic human connection. Brene Brown describes this connection as "the energy that exists between people when they feel seen, heard, and valued; when they can give and receive without judgement; and when they derive sustenance and strength from the relationship."

With hope and gratitude,



**JEN YOUNKER, LCSW-C**

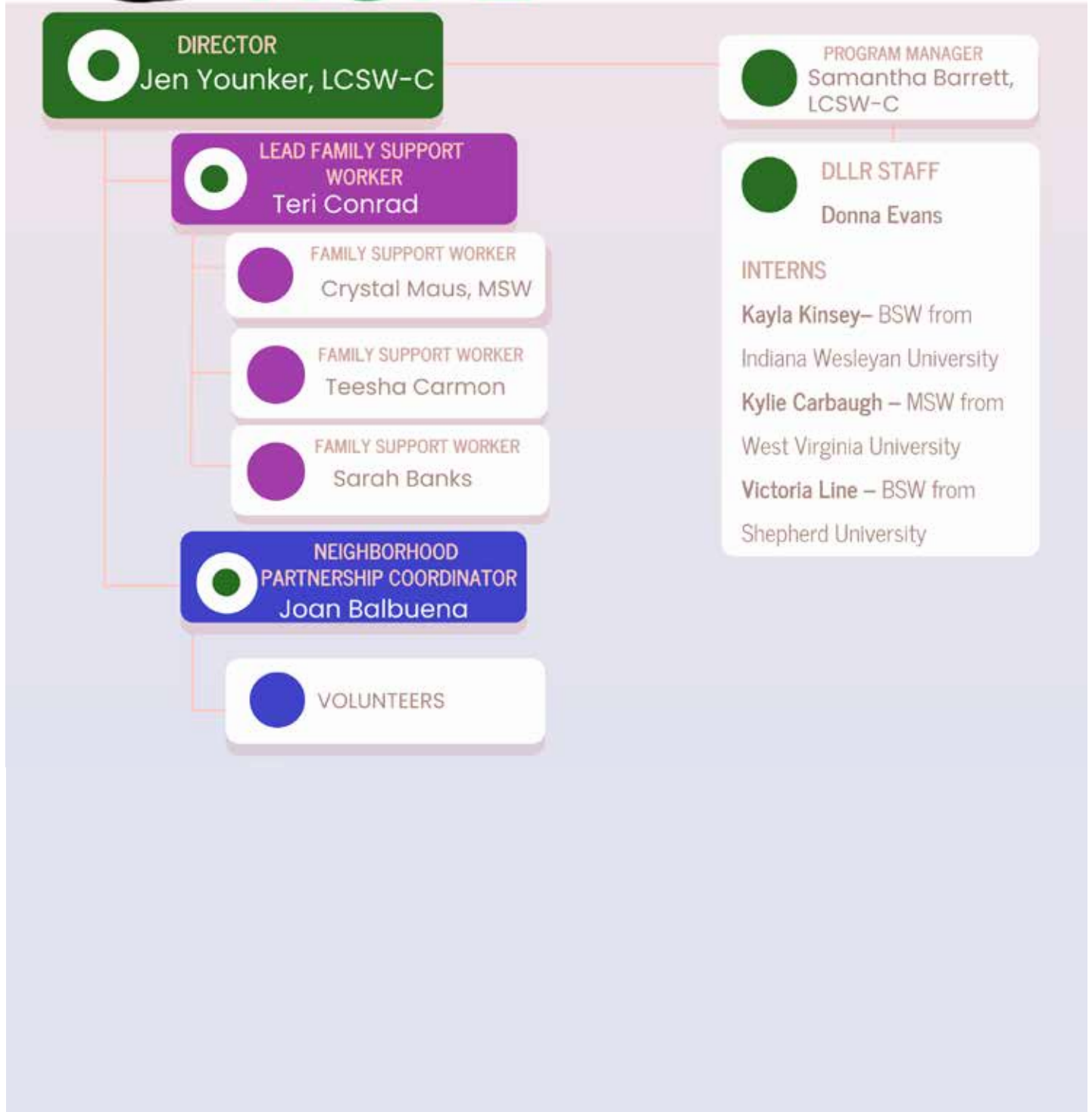
Director Bester Community of Hope



**MS. LEEANN, MR. JERRY,  
MS. ALEXIS, AND MS.  
AMANDA COMPLETING  
THE SOUTH END'S FAMOUS  
KRUMPE'S 5K WITH  
STUDENTS, PARENTS, AND  
SCHOOL STAFF TO KICK OFF  
THE SCHOOL YEAR.**



## Organizational Structure under San Mar Family and Community Services





# WE ARE BETTER TOGETHER

With a common goal, partnerships are formed to strengthen human connections and maximize impact. As a family and community driven initiative, our outcomes are at the hands of many. Thank you to the many others that contribute to the ripple effect of HOPE.

- \* 4:10 Outreach
- \* Aetna Better Health
- \* AHEC West
- \* Alice Virginia and David W. Fletcher Foundation
- \* Asian American Center
- \* Bester Neighborhood First
- \* Book Warehouse
- \* Box of Balloons
- \* Boys and Girls Club
- \* Bright Eyes Early Learning Center
- \* Brooke's House
- \* Capital Women's Care
- \* Casey Family Programs
- \* Chick-Fil-A
- \* Child Care Choices
- \* Children In Need
- \* City of Hagerstown
- \* Community Action Council
- \* Congregation B'nai Abraham
- \* Department of Juvenile Services
- \* Discovery Station
- \* DOT Foods
- \* F & M Trust
- \* Families Helping Families
- \* Family Healthcare of Hagerstown
- \* First United Bank
- \* Fresh Academicz
- \* Girls Inc.
- \* Hagerstown Area Religious Council
- \* Hagerstown City Council
- \* Hagerstown Community College
- \* Hagerstown Housing Authority
- \* Hagerstown Parks and Recreation
- \* Hagerstown Police Department
- \* Healthy Families
- \* Historic City Park Neighborhood First
- \* Historic Heights Neighborhood First
- \* Horizon Goodwill
- \* Hospice of Washington County
- \* Indiana Wesleyan University
- \* It's a Blessing to Be a Blessing
- \* Judy Center Early Learning Hub
- \* Justice and Recovery Advocates
- \* Kiwanis Club
- \* Krumpé's Donuts
- \* Ladders to Leaders
- \* Legit Management
- \* Lifehouse Church
- \* Maryland Coalition of Families
- \* Maryland Department of Labor Senior Employment Program
- \* Maryland Family Network
- \* Maryland Legal Aid
- \* Maryland Physician's Care
- \* Maryland Theatre
- \* Meritus Medical Center
- \* Nena's Curbside Café
- \* Office of Consumer Advocates
- \* Patriot Federal Credit Union
- \* Pediatric Movement Center
- \* Potomac Community Services
- \* Priority Partners
- \* Reach of Washington County
- \* Refugee Welcome Network
- \* Safe Kids of Washington County
- \* Salisbury University
- \* Salvation Army
- \* Shepherd University
- \* Sleep in Heavenly Peace
- \* South End Neighborhood First
- \* St. John's Episcopal Church
- \* St. John's Family Shelter
- \* T and C Greenhouse
- \* The Family Center
- \* The HUB @ USMH
- \* Washington County Chamber of Commerce
- \* Washington County Department of Social Services
- \* Washington County Free Library
- \* Washington County Head Start
- \* Washington County Health Department
- \* Washington County Literacy Council
- \* Washington County Mental Health Authority
- \* Washington County Public Schools
- \* Washington Goes Purple
- \* West Virginia University
- \* WIC
- \* YMCA of Hagerstown



# TESTIMONIALS OF HOPE

*“Thank you so much for taking my grandchildren to the Memorial Craft Workshop through Hospice. My grandchildren have never had that support since their mother died in February. They loved going. They really needed that.”*

**GRANDPARENT RAISING GRANDCHILDREN, CURRENTLY BEING SERVED BY BCOH**

*“Thank you very much from the bottom of my heart for helping me with this...I honestly don't know what I would do without your help. This has been a very crazy 2 months (experiencing homelessness) and I appreciate you helping me through it. Me and the kids are very appreciative. I will be able to sign the lease and get keys later today.. YAY!!!!”*

**SINGLE MOTHER OF 5 YOUNG CHILDREN**



*“Partnering with Bester Community of Hope makes serving the community easy. They're eager to collaborate and prioritize prevention efforts. We have seen growth in our residents and community by hosting Recovering Together Cafes regularly at the coffee shop.”*

**FRANK VINCENT, CLINICAL DIRECTOR AT BROOKE'S HOUSE, SHARING AT WC PREVENTION COALITION MEETING.**

*“As long as I am in this neighborhood count me in, I love being able to serve my community and make it better... and pretty.”*

**RESIDENT AND SMALL BUSINESS OWNER IN THE SOUTH END, IN REFERENCE TO THE BETTER TOGETHER EVENT IN OCTOBER AND MUM DISTRIBUTION**

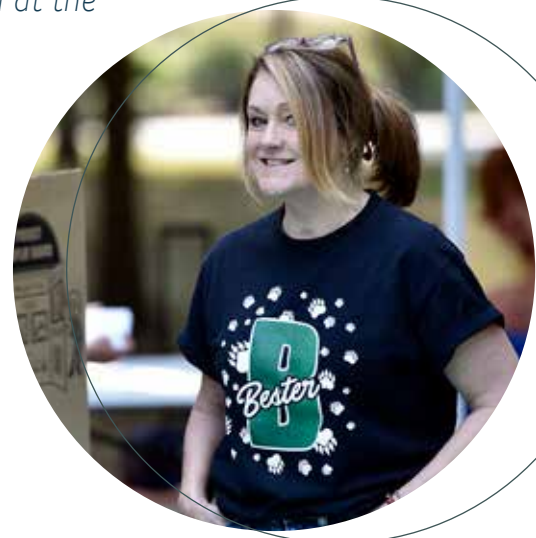
*“Every event I have attended is not only well organized but offers an atmosphere of camaraderie and warmth. Everyone seems to be enjoying themselves and welcomed at the event.”*

**MARK HALSEY, PRESIDENT OF THE SAN MAR FAMILY AND COMMUNITY SERVICES BOARD OF DIRECTORS, ON PARTICIPATING IN ONE OUR COMMUNITY EVENTS**



*“I have mental health problems, and I was raised in foster care. I do not have many people I can turn to for support. Being a mom of an infant, I am so grateful for the social connections you've helped me make. Having friends with other parents really means a lot to me.”*

**SINGLE MOTHER OF INFANT WHO HAS STARTED ATTENDING PARENT CAFES THROUGH THE ENCOURAGEMENT OF HER FAMILY SUPPORT WORKER**





*“I love the social connections I make with Bester Community of Hope’s events. It is so encouraging to me to meet other parents of small children so we can share good ideas and just talk with another adult. This really helps me out because I am home by myself a lot. Thank you.”*

**LISA MORAN, COMMUNITY HEALTH ADVOCATE – WESTERN MD REGION, PRIORITY PARTNERS MCO ON COLLABORATING WITH BCOH**

*“As a community outreach partner, my/our commitment to our community residents and our community partners is first helping people especially those “in need.” Thank you for the opportunity to assist in this community outreach effort to provide personal care items to people in need in your/our community(s). Serving those that we serve...together.”*

**COMMUNITY PARTNER FEEDBACK REGARDING BETTER TOGETHER EVENT**

*“I was afraid as I went to the hospital to have my baby. I was hoping we would both be fine and safe. Bester Community of Hope provided lots of support since we are refugees and did not have what we needed for our baby’s arrival. I’m happy we are both safe. Thank you so much. You are so kind.”*

**A SINGLE MOTHER’S FEEDBACK TO HER FAMILY SUPPORT WORKER**



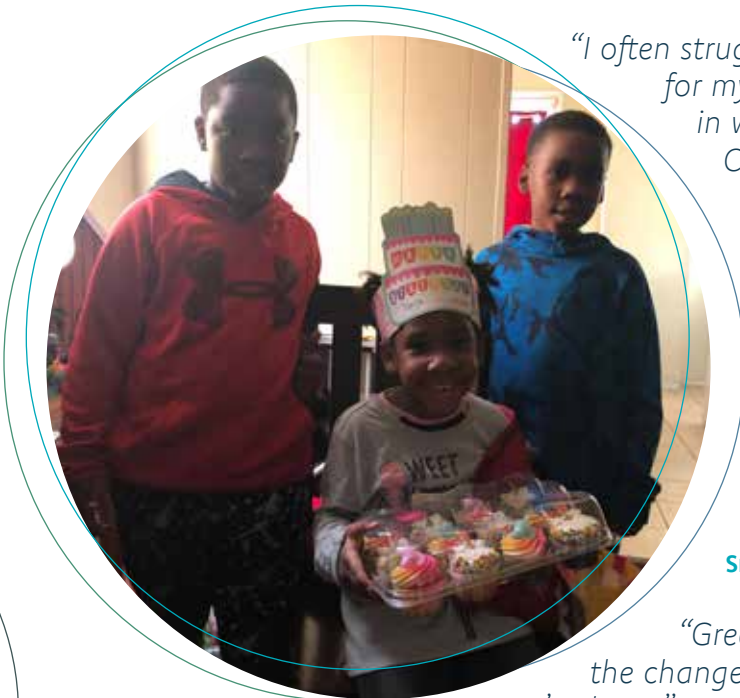
*“I often struggle with finding space and time for myself. It is hard and I feel like I blend in with the backgrounds, but not here (Community Coffee). I look forward to coming because I feel like I belong.”*

**RESIDENT THAT ATTENDS A VARIETY OF EFFORTS, ON FEELING WELCOMED BY THE OPPORTUNITIES BEING PROVIDED**

*“I have been depressed and feeling alone because there was no one to help me. I really didn’t know who to turn to. When you started helping me, I felt like someone cared. Thanks for going with me to get my ID, now I can enroll my daughter in school.”*

**SINGLE MOTHER OF SPECIAL NEEDS CHILD**

*“Great people doing great work. Now, I am part of the change. They see me for what I can do not just who I’ve been.”* **FAMILY SERVICES RECIPIENT, NOW BCOH VOLUNTEER**

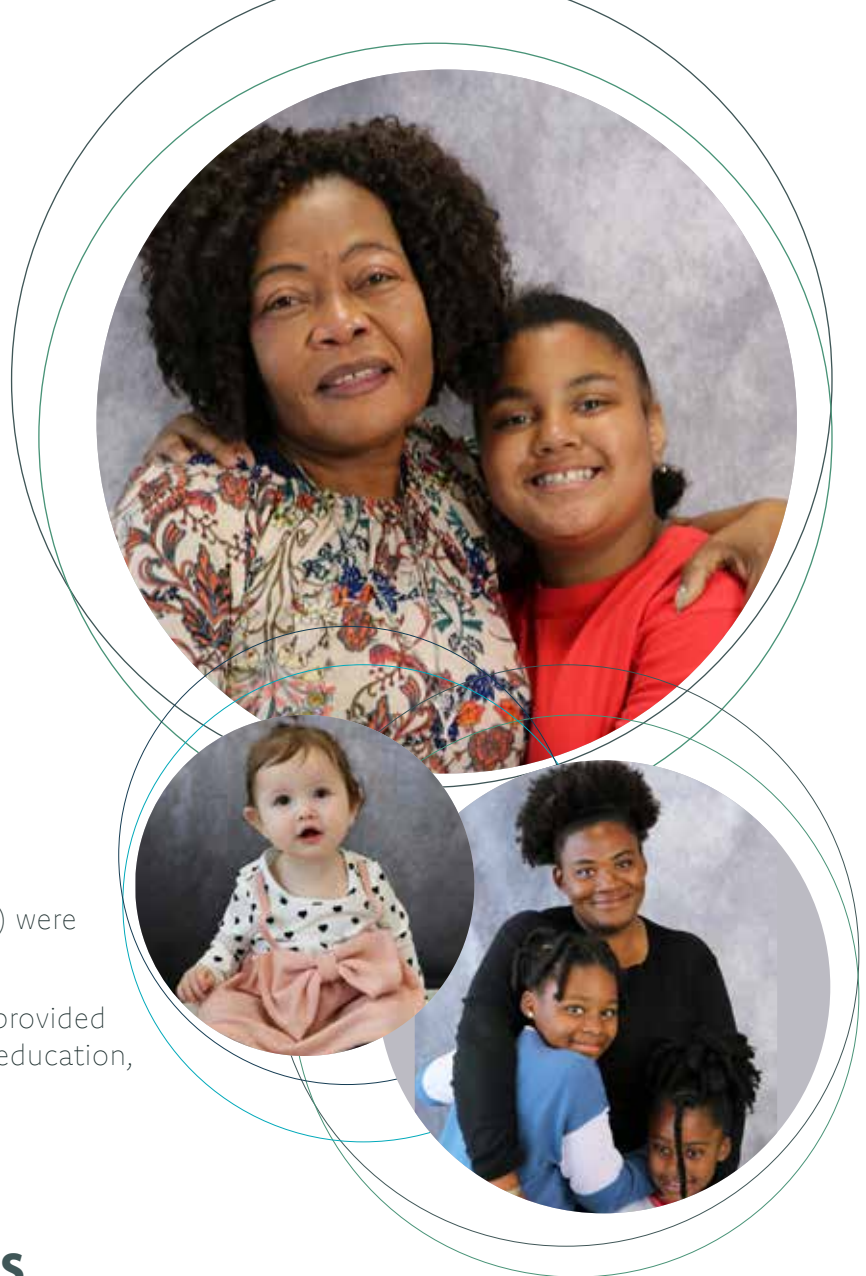


# FAMILIES

## IN-HOME FAMILY SERVICES

**Strong & Resilient: The families domain is a blend of in-home services and parent collaboratives that cultivate strong and resilient families.**

- \* **116** referrals
- \* Provided holistic family wraparound services to **134** families and **607** individuals, **110** of these families and **477** individuals are unduplicated.
- \* **1266** home visits
- \* **27** primary prevention groups (Parent Cafés, Recovering Together Cafés, & Triple P Groups) were provided to **357** participants
- \* Services: **12,028** direct services and linkages provided to promote protective factors (ex. Parenting education, housing navigation, crisis support)
- \* Successful transitions: **73** families



## PRIMARY PREVENTION GROUPS

### Parent Café

Over the course of the year, 187 participants attended 13 Parent Cafés. Cafes were offered for parents of children and of teenagers. Neighborhood Partnership Coordinator, Joan Balbuena, completed the Parent Café Training Institute in order to become certified to train individuals to become Parent Café hosts.

### Recovering Together Café

Over the course of the year, 121 participants attended 6 Recovering Together Cafes. We thank Brooke's House Coffee and Chocolate for allowing us to host these Cafes in their space and always being welcoming to all of our attendees. Cafes were hosted by Lead Family Support Worker, Teri Conrad, and Care Coordinator, Samantha Barrett.

### Triple P

Care Coordinator, Samantha Barrett, and intern, Kylie Carbaugh, were able to host a Teen Triple P Group at the agency this year. Three parents of children aged 13-18 attended the group which took place over 5 sessions.





## Learning Parties

In collaboration with the Hagerstown Area Religious Council and The Judy Center, BCOH hosted weekly Learning Parties in the month of October for parents of 3–4-year-olds at St. John's Episcopal Church. These social foundation Learning Parties educate parents on how their children develop social skills and how to nurture this process through practicing problem solving and friendship skills.

## PARENT ADVISORY COMMITTEE

The Parent Advisory Committee (PAC) is comprised of parents and caregivers previously served by BCOH. They play a crucial role in providing direct feedback regarding the programs and services, cultivate positive social connections, expand social networks, leadership development and sustainability.

### FY23 HIGHLIGHTS:

- \* Attended and supported BCOH events; Block Party, Recovering Together Cafes, Parent Cafes and Babypalooza
- \* Volunteered with 'It's a Blessing to be a Blessing' to serve the local community lunch
- \* Facilitated discussions regarding local community resources and events
- \* Attended Community Advisory Board meetings
- \* Provided continuous peer support
- \* Attended planning committee meetings for BCOH events

In April, the 4th annual PAC Appreciation Celebration was held at the Skating Palace. It is an honor for us to celebrate PAC members to let them know that they are valued and appreciated. Not only are these members parents, but they are also working, going to school, raising children, maintaining households and so on. This event helped provide opportunities for strengthening bonds with one another. Appreciation certificates were presented to PAC members. It was a very special moment to observe the children of PAC members displaying how proud they were of their parents! This year, PAC members were nominated for special roles within the Parent Advisory Committee. LeeAnn Broder was nominated for the Lead Parent Representative. Chris Cassatt and Beatrice Talmage were nominated for the title of Outreach Representative. This allows members to take on more leadership roles and to experience personal growth as well.



# Family Day

ON APRIL 22, 2023, BESTER COMMUNITY OF HOPE WAS PROUD TO SPONSOR THE AGENCY'S ANNUAL FAMILY DAY CELEBRATION AT PEDIATRIC MOVEMENT CENTER IN HAGERSTOWN, MD. SOUTH END FAMILIES WERE INVITED TO JOIN BCOH STAFF FOR AN EVENING OF FAMILY FUN DESIGNED TO HIGHLIGHT STRENGTHS, CELEBRATE GROWTH, AND BUILD SOCIAL CONNECTIONS. THE THEME OF THIS YEAR'S FAMILY DAY CELEBRATION WAS EARTH DAY; WE ARE THE WORLD, INVEST IN YOUR FAMILY.

Guests were welcomed by BCOH Director and resident Monarch Butterfly, Jen Younker. Family portraits were available courtesy of BCOH Intern Kylie Carbaugh. An Earth Day story time was provided by San Mar Family and Community Services Board President, Mr. Mark Halsey who read, "We Are All Connected: Caring for Each Other & The Earth."

BCOH Care Coordinator Samantha Barrett provided support in the PMC Play Area. Children and families were able to engage in free-play on the colorful and exciting equipment at Pediatric Movement Center, a family-centered agency with a passion for providing the best care to the children and families in the tri-state region. Through individualized child-centered practices, PMC empowers children with and without special needs by providing comprehensive therapeutic, recreational, and support services to children and families in Hagerstown. PMC staff are highly trained qualified clinicians and instructors able to assist children in reaching their maximum potential in a safe, loving, and reassuring environment.

In keeping with the Earth Day theme, families navigated through a global map of nature and go-green inspired activities provided by agency's Family Support Team



centered around the Strengthening Families Protective Factors, the research informed framework developed by the Center for the Study of Social Policy to promote practices that ensure that children and families may thrive, reducing the likelihood of child abuse and neglect.

Concrete Support in Times of Need: Family Support Worker Sarah Banks provided an activity designed to recognize the impact of surge pricing for food on families. Each family was provided an insulated lunch box containing reusable meal prep items including ice packs, a storage container, and silicone pastry liners to use to separate snacks. Attendees' children were invited to create a healthy to-go lunch for themselves to provide an easy to replicate example of a low-cost child friendly meal. Parents learned about resources available in Washington County specifically in the areas of supplemental food and nutrition resources in addition to a list of discount grocery stores in the area.

Knowledge of Parenting & Child Development: Family Support Worker Teesha Carmon provided an activity designed to educate children about the importance of play in learning. Attendees' children were able to participate in an activity that

centered around recycling. Using a backdrop of a playground scene that was covered with examples of litter, children were able to gather the recyclable materials, sort them into categories, and place the items in the corresponding recycling bin. Upon completion of the recycling activity, children were able to pledge their commitment to making green choices by adding their handprints, name, and an identified way in which they can help to protect the Earth on a large Earth Day poster.

Social-Emotional Competence of Children: Lead Family Support Worker Teri Conrad provided an activity designed to help attendees identify emotions, promote communication, and develop healthy coping skills. Children were eager to share some feelings that might make them feel bad like being sad, angry, or afraid. The children then selected a card from the "ABC's of Calming Down" to think of some ways to "Up-Cycle" feelings: B-Breathe Deeply, H-Hold a Pet, and parents'/grandparents' favorite N-Nap. An "Up-Cycle" craft was enjoyed as the children turned milk cartons into windsocks. Using their windsocks, they were encouraged to demonstrate another ABC of Calming Down: D-Dance Around.



Children left with the affirmation “I learned healthy ways to talk about and handle my feelings.”

Parental Resilience: Family Support Worker Crystal Maus provided an activity designed to educate parents and children about nurturing resilience. Using Tree of Life symbolism, attendees were able to identify factors which inform a person’s resilience and ways to nurture and support personal growth. Participants were able to gain confidence in sharing their personal stories and practice mindfulness techniques to support healthy relationships and the achievement of personal hopes and dreams. A “Seed Library” was provided to families to highlight the benefits of gardening for individuals including mental and physical health. The activity culminated with the message that much like in

the garden, individual and family growth is possible when people are flexible, cared for, and able to adapt. To support Parental Resilience, parents were able to enjoy a 15-minute massage provided by licensed massage Therapist, Ms. Ola.

Social Connections: Neighborhood Partnership Coordinator Joan Balbuena provided an activity designed to build and enhance social connections among families to create a support network for parents in the community. Meaningful friendships and natural supports for families are vital factors needed to thrive. Social connections guarantee that families have access to a network of people that will provide support when adversity knocks on the door, and to celebrate achievements made when balance is regained. During Family Day, parents

and their children worked together to build bird feeders at the Social Connections station. With the emphasis on strengthening and nourishing relationships, families decorated and assembled the bird feeders to bring a pop of color and joy to their green spaces at home.

Every family in attendance was sent home with activity materials, household and hygiene items, and meals provided by BCOH from Chick-fil-A in Hagerstown. The evening wrapped up with Mother Nature herself sending families on their way under a beautiful full double rainbow, reminding guests of the real importance of Earth Day, and that there is beauty where there is hope. ■



# NEIGHBORHOODS

## Connected & Thriving: The Neighborhoods domain is a neighborhood collaborative strengthening social capital to promote a safe & thriving community.

Community Advisory Board provides one avenue for residents and stakeholders to play an active role in the efforts provided in the South End community.

**4** Quarterly meetings were held: September (**32** participants), December (**26** participants), March (**27** participants), June (**25** participants).

### TOPICS ADDRESSED IN FY23 INCLUDED:

- \* Food insecurity
- \* Affordable, low barrier housing
- \* Dental care resources
- \* Parental substance abuse and effect on children
- \* Need for mental health services



## COMMUNITY COFFEE

Weekly Coffee Hour held to offer residents and stakeholders a casual environment to connect and discuss their HOPEs and dreams for the South End community. **44** sessions held, **203** participants.

Better Together events are held throughout the year for residents and stakeholders to engage in acts of community service to promote social connection and community pride. **6** activities were held with over **50** participants and volunteers.

## #SPREADHOPE TOGETHER BOXES

**4** Boxes placed at Houses of Faith within the South End community with weekly family activities to take home. **470** family activities provided.

Additionally, the Neighborhood Partnership Coordinator provided concrete resources to **79** residents.



**Brooke Kerbs**

I was driving through the south end today and noticed so many beautiful mums. I immediately knew Bester Community of Hope was involved. Thanks to all the folks who supported this project!



# Block Party

FOR THE SEVENTH CONSECUTIVE YEAR, BESTER COMMUNITY HOPE (BCOH), AN INITIATIVE OF SAN MAR FAMILY & COMMUNITY SERVICES, HOSTED THE SOUTH END COMMUNITY BLOCK PARTY AT CITY PARK IN HAGERSTOWN, BRINGING TOGETHER THE PERFECT MIX OF FREE FAMILY FUN, A GENEROUS PORTION OF COMMUNITY RESOURCE PROVIDERS, WITH A DASH OF HIGH-QUALITY ENTERTAINMENT. CLOSE TO 3000 PEOPLE WERE IN ATTENDANCE DURING THE FOUR-HOUR EVENT SUPPORTED BY THE WASHINGTON COUNTY DEPARTMENT OF HUMAN SERVICES AND THE ALICE VIRGINIA AND DAVID W. FLETCHER FOUNDATION.

The event was headlined by national recording artist and performer Supaman, hailing from Apsaalooka Nation in Montana. He brought with him his close collaborator DJ Element from Phoenix, Arizona. During his performance, Supaman brought his unique style of Native American hip hop music and dance, infused with many stories and influences from his culture and upbringing. He shared during his performance the impact of losing his father to suicide at age ten and entering foster care while his mother experienced struggles with alcoholism. He was



able to return the care of his mother and have great success, and as he shared his journey with children and families in the audience he drove home the message, "No matter where you come from, no matter what you've been through, you're in control of your own destiny."

Opening up for Supaman was local hip hop academy Fresh Aca-

demicz, who were the first ever performers at the first BCOH Block Party in 2016 at Bester Elementary field. Now an annual community tradition in the South End at City Park, Academy owner Peter "Bam" Arizmen-di led a large group of students on stage who displayed various technical skills in hip hop dance, and the group even returned to the stage





to dance during a song during the headlining set. Arizmendi shared after the performance, "It's great to see the community come together through the positive roots of hip hop. It was great performing with Supaman pushing love forward. This is the hip hop you want everyone to see."

Over forty resource vendors provided critical community resources in areas such as health, education, community services, childcare, basic needs and supplies along with local faith connections through non-stigmatizing and fun opportunities. Local non-profit 'It's a Blessing to be a Blessing' provided free meals for the masses to ensure cost was no factor for families looking to create great memories together. Kids spent ample time experiencing good clean fun, including laser tag, a petting zoo, bubble soccer, and even meeting some of their favorite comic book characters in Batman, Wonder Woman and the Flash. The actress who was greeting children as Wonder Woman commented, "This is such a cool event. I see a lot of happy faces today." Other community stakeholders present shared positive sentiments, such as local WCPS teacher Ryan Rau, who explained, "I think it's great that staff from local schools come out and interact with their kids and build a different kind of relationship outside the classroom. I even got to play laser tag and competed in archery against a student with her dad, which was a great thing to experience."

San Mar Family & Community Services CEO Keith Fanjoy explained, "There were so many tangible interactions we can take away from today that will make a difference for local families, but what is special about this event are the things that go unsaid. Kids having access to opportunities, families creating lasting positive memories together even when times are tough, and a clear vision to all present that good things are happening in this neighborhood. It may be harder to quantify, but if you were here, there was no doubt about the impact." ■







## Annual Training

Over 600 community members came to the Maryland Theatre on Wednesday, March 29th to learn together practices of how to best respond to the needs of children, families and communities in need. In its seventh year sponsored by Bester Community of Hope, a San Mar Initiative, the training is designed to bring together diverse community organizations for collective impact in child welfare, through values alignment and system redesign. The training brought back by popular demand keynote speaker Father Gregory Boyle of Homeboy Industries in Los Angeles who previously presented at the training in 2017, and he was joined this year by Kevin Fong of the Kahakulei Institute, Philonise Floyd of the Philonise and Keeta Floyd Institute for Social Change, Corey Best of Mining for Gold, and national author and speaker Josh Shipp.

San Mar Family & Community Services CEO Keith Fanjoy framed

the context for the day as moving towards a system of care that sees building thriving communities for families proactively at the same level of priority as responding to crisis, and that in order to do “that shift from surviving to thriving means we will have to build new bridges instead of only helping families across the old ones.” The Mayor of Hagerstown Tekesha Martinez, who shared her own personal journey of childhood adversity to public leadership, introduced national foster care speaker Josh Shipp. Shipp captivated the crowd with his experience of being in the foster care system in Oklahoma and the work of his social worker Patsy, and specifically the impact of two caring foster parents in his life. He provided many examples and techniques he found helpful for himself and others, as well as shared a pivotal moment where he made bad choices and his foster father demanded, “You gotta get it through your thick head son!

We don’t see you as a problem. I know you think we do, something to be fixed. We don’t. Son, we see you as an opportunity.” Shipp’s overarching message was the power of one relationship on the outcomes for children. After his talk concluded, Fanjoy shared the amazing realization that Josh’s social worker Patsy when he was a child with Casey Family Programs was in fact the first ever speaker at the Bester Community of Hope training seven years earlier. Shipp also spent the afternoon working with a small group of teachers at South Hagerstown High School regarding key concepts of working with teenagers.

Kevin John Fong spent his session teaching and coaching audience members on a journey of deeper understanding of their own natural gifts and the undiscovered strengths of those around them through the lens of his Hawaiian culture. He walked the crowd through his experiences and worked with

them to begin a dialogue with their neighbor about their “kuleana, your unique contribution” and asked them to share with each other a time when they used it to make a difference in someone’s life. He provided various tools and practices to center around beliefs and priorities for healing. He also emphasized the critical importance of being in “right relationship” or “pono” with the work that is being pursued, because without it “the work is so much harder”. But these tools can lead to “getting things done” and ultimately leads to kinship.

Philonise Floyd shared his journey since his brother George Floyd’s murder and implored the audience to do more than simply think about change. “Everybody came here to figure it out and get an understand-

ing, but I need everybody in here who is not black to put yourself in a black person’s shoes. I need you to visualize the things we have to tell our kids when they leave the house.” In their dialogue on families and communities, Corey Best challenged the status quo and the complacency that perpetuates racism not only in systems but placed that larger responsibility on the silence of the individual in key moments, as well shared his belief in the negative outcomes from diversity, equity and inclusion efforts. He also added, “Who gets to define thriving? I know in my community and [Phil’s] community there’s always been love, there’s always been compassion.”

The program concluded with a soaring talk from Father Gregory

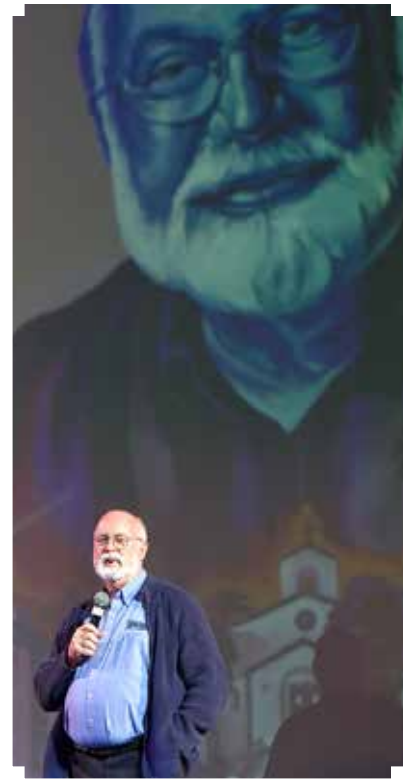
Boyle emphasizing the power of kinship and cherished belonging with community. He described the role of Homeboy as “the front porch of the house that everyone wants to live in. Sure, we help folks, and that’s a message, what if we decided not to demonize anybody and what if we chose to invest in each other.” He told one story after another of gang members in his program in tremendous adversity who benefitted from his innovative and common-sense approach to a loving support system. While on the outside some saw the rough exterior of tattooed gang member at Homeboy Industries, they saw their strengths, including a gang member named Mario whose exterior would hide the most humble and loving person to those that didn’t know him. He asked people to





remember that “we belong to each other” and we need believe that “every human is unshakably good”. Boyle shared that Mario taught others that, “Only the soul that ventilates the world with tenderness, has any chance of changing the world... The only non-delusional response to everything is kindness.”

This program led by the Bester Community of Hope initiative was made possible by an ongoing partnership with multiple community stakeholders, and lead support from the Washington County Department of Social Services and the Alice Virginia and David W. Fletcher Foundation. ■



# Babypalooza

Spring has sprung with Babypalooza, a free community baby shower once again hosted by Bester Community of Hope for the 8th consecutive year! This year approximately 500 young children, parents and expecting parents were welcomed at Bester Elementary for a safari themed fun-packed day. The main hallway and media room were filled with laughter and learning as families made their way through the Early Learning Carnival, where seven local early intervention agencies created an environment to explore development and growth in an enriching way. Families were able to partake in a sensory walk, safari photo booth, create animal puzzles, make sound shakers, go on a letter hunt, and listen to a story.

As families transitioned from this area and made their way to the gym, they were encouraged to participate of workshops on a variety of topics such as financial literacy, safe sleep, reproductive help, lactation support, and father engagement. Our partners at Healthy Families curated a highly qualified

roster of local speakers that were readily available to have meaningful conversations with parents.

To be strong parents and caregivers it is utmost important to practice self care, and that was the main goal at the Parental Resiliency Room, hosted by staff of the Jack E. Barr Center for Well Being. Parents and caregivers were encouraged to take some deep breaths and build a personal "tool-kit" of simple and inexpensive techniques that can be incorporated at home without much preparation and even in the care of a very busy little one.

Another way families can remain strong and connected is by creating meaningful memories of times spent together. At Babypalooza guests were able to take a family portrait as a memento of their time at the event.

When families reached the gym, they were welcomed by close to 40 community resource vendors, all eager to provide critical information on concrete items and opportunities available in our community to expand the network of support. Everyone needs help sometimes and know-





ing where to go and how to access these services is critical for overcoming adversity.

Community partner Brittany Wedd, Executive Director of Children in Need, shared: "We so enjoyed participating in the 2023 Babypalooza at Bester Elementary School! We spoke with families about our programs and the final count on distributed items was 2,100 diapers, 48 containers of formula, 552 baby clothes, 20 burping pads, and 81 books. Thank you so much to Bester Community of Hope for allowing us the opportunity to speak with more families

about our services and to all of our adorable helpers who helped us hand out books!"

Every great event has food and prizes and this one did not fall short on that. Aetna Better Health of Maryland, CVS Health, and Patriot Federal Credit Union sponsored a healthy lunch during the event. The lunch was catered by Chef Tammy Twigg and the students of the WCPS Culinary Arts Program at the Boyd J. Michael III Technical High School. Outside of the many knickknacks and giveaways provided by vendors, the event featured a raffle. Raffle items

were donated by some of our community partners and others were sponsored by Bester Community of Hope. Every adult in attendance was given three tickets to attempt their luck at winning one of the coveted prizes. The drawing occurred at the end of the event and winners will be contacted to claim their prizes if they weren't present.

Overall, the day brought together families and stakeholders in an atmosphere of carefree celebration as we all welcomed the wildest bunch of little ones into our hearts and community. ■





## CASH AND DREAMS

Bester Community of Hope, in partnership with the Washington County Chamber of Commerce, First United Bank, Hagerstown Community College, Washington County Public Schools, and F & M Trust, developed and implemented programming to support teens from the South End neighborhoods in identifying and supporting key investments towards their future.

The effort titled ‘Cash N’ Dreams’ took place over six months with monthly group sessions that included key financial education, as well as planning for their college, career, or entrepreneurship goals. Additionally, sessions included diverse local business and community leaders who shared wisdom on their path to success. The program ultimately culminated in student identified supports to take tangible steps towards their individual dreams. The 2023 Cash N’ Dreams graduates were celebrated with a ceremony at South Hagerstown High School (SHHS) in May.

### Meet these emerging leaders:

#### HAUSAUN RICHARDSON

Received a scholarship to fund driving school to obtain his driver’s license, as well as a facilitated introduction via the Chamber of Commerce to local employers in trucking industry for job interviews. His eventual dream is obtaining his CDL license when eligible at 21.

#### MYEKELL WILLIAMS

Demonstrated a passion for lacrosse as a sophomore at SHHS and has a dream to play at the collegiate level to help pay for her academic journey. She received a scholarship for an overnight camp lacrosse camp at the University of Maryland and experience on campus life.





## JAMAR MCLEAN

Partnering with Graphic Response of Hagerstown, he received a scholarship to develop his own website, and two years of URL and domain hosting for launching his own concessions business. Jamar's dream is to develop enough income from his concessions to expand to other business concepts.

## KAMRON ORR

Kam invested proceeds of his past sales of a self-made clothing brand and received an additional scholarship to purchase his second order of inventory to support additional sales. He hopes to use some of those proceeds to continue to expand his footprint and support additional legal protections for his emerging brand.

## JESSICA FRANKLIN

Jessica received a scholarship and attended the Nike Track and Field Camp at Delaware State University

in June. She plans to leverage her athletic abilities to further her dreams to obtain a job in the medical field. She was connected to various local entities to explore her options in dermatology and radiology.

## VALERIE WESTMORELAND

Valerie received a scholarship to attend the local beauty school and receive her nail technician license training. Her goal is to enhance and add existing credentials to her current vibrant eyelash business which has grown significantly.

## RJ FRANKLIN

As an all-county football performer at SHHS as a sophomore, RJ has big dreams where football can take him with college. He received a scholarship to receive two specific training programs, one through True AP in Williamsport, Maryland, and the other through Hawg Performance in Frederick, Maryland to expand his skills.

## EMINA JENNINGS

Emina has a dream to attend college in the medical field and received a scholarship to travel to and complete two college tours of her choosing. Additionally, she was connected to opportunities in the medical field at Meritus Health including exploration of the WCPS apprenticeship program.

*Cash N' Dreams was the result of an intentional and lengthy process of many community partners and stakeholders in Washington County focused on creating equitable access to opportunities. Many local leaders volunteered their time to share messages of hope and resilience.*



# Mural Installation

Bester Community of Hope, an initiative of San Mar Family & Community Services, is announcing the installation of four murals throughout the South End as a part of its efforts to support thriving environments for children and families.

Following a generous gift from a private donor, multimedia artist and graphic designer Matt Long from Frederick, Maryland was selected with the support of a local call for artists through the Washington County Arts Council. Long's vibrant and colorful work has graced national brands including Sheetz, the National Cherry Blossom Festival, Walt Disney Studios, the Washington Auto Show, and the Frederick Keys.

Long shared, "It's been an absolute blast working to creatively interpret the surrounding ideas of Bester's underlying initiatives and I'm honored to collaborate. We're all excited to see these murals go up and I can't wait to share them with the city. Back in 2014, my work was selected to grace Hagerstown via my Western Maryland Blues Festival poster artwork. It's great to be back in the area with some more permanent creative installations. I hope the children and families of the South End community find a little joy in passing these works day to day."

Through an intentional local process of listening to community residents through the Bester Community of Hope Community Advisory Board, Long was able to identify a variety of themes and concepts. Each piece conveys different messages and themes, as Long explained, "Do you see the spreading of love in 'Hope'? Do you see elements working together to inspire transformation in 'Growth'? Do you see a diverse community joining hands to celebrate unity in 'Better Together'? Do you see the young girl reaching for the stars, hitting it out of the park while 'Dreaming Big'?"

The four sites of the new murals were provided by local partners at: 101 E. Baltimore St facing Locust St courtesy of Bloom's Alley, 218 E. Antietam St courtesy of Meritus Health, 527 South Potomac St facing Memorial Park courtesy of the Community Action Council, and 201 E Washington Street courtesy of Legit Management. Neighborhood Partnership Coordinator, Joan Balbuena Hernandez, explained, "These murals are beacons of hope, resilience, and community strength. By promoting positivity and creating art that showcases the diverse beauty in our community, we are reminded that hope grows in the South End of Hagerstown."

Art installations were finalized on Friday, August 19th by local firm Sign Here. Neighborhood efforts at BCOH are supported by the Alice Virginia and David W. Fletcher Foundation, while the collective impact umbrella approach of BCOH is possible due to the continued support and focus on prevention from the Washington County Department of Human Services. ■







**FY 23**





*"We cannot live only for ourselves. A thousand fibers connect us with our fellow men."*

*- Herman Melville*



# DIRECTOR'S MESSAGE

*Dear Friends,*

Relationships matter in everything we do. We build strong relationships when we speak with a potential foster parent or make connections within the community. Whether we are building relationships with local houses of faith, community partners, businesses, or educating others about foster care, we are creating threads of connection. When we nurture those threads, we create a vast network of others invested in the future of the youth we serve.

In the past year, TFC built upon these relationships in all our outreach efforts through community events like our Annual Easter Egg Hunt, Community Trunk or Treat, and speaking about the importance of foster care on an interfaith podcast. Relationship building never stops in our work with foster youth and families through treatment planning, celebrating milestones, and fun events such as the End of School Picnic and Holiday Party.

As we move into our 33rd year, TFC commits to the continued building of strong foundations of connection not only for our youth but for the community. The pandemic taught us that we cannot do it alone. It takes all of us working together! Sandra Day O'Connor emphasized "We don't accomplish anything in this world alone... and whatever happens is the result of the whole tapestry of one's life and all the weavings of individual threads form one to another that creates something."

TFC welcomes the hard work, fun, collaboration, and connection to provide the framework for the future of the youth we serve.

*Jennifer*

**JENNIFER LEWIS, LCSW-C**

*Director of Treatment Foster Care*



**"OUR GOAL AT THE END OF THE DAY IS THE VISION OF THE KIDS' FUTURES. WE WANT THESE KIDS TO BE ABLE TO GROW UP AND LOOK BACK ON THEIR CHILDHOOD AND NOT HAVE THE STEREOTYPICAL VISION OF FOSTER CARE BEING THEIR MAIN DEFINING MEMORY."**

**- JENNIFER LEWIS**

# The Impact of Foster Care for two Providers

DANIELLE AND MIKE HAVE BEEN FOSTER PARENTS WITH US FOR ALMOST TWO YEARS. THEY HAVE AMAZED AND INSPIRED ALL OF US WITH THEIR VISION FOR THE CHILDREN IN THEIR HOME, BUT ALSO IN BEING A STRONG SUPPORT TO OTHER FOSTER FAMILIES.

"We are a couple in our 30's who have been talking about adopting and helping children somewhere in our future for almost 10 years before we were able to move and start our foster care/adoption journey.

Danielle and I are high-school sweet-hearts who got married in 2018, lived together in NJ, MA, and now in MD. During the pandemic we casually talked about when and how we'd move to purchase our first home - as I'm sure many people spent their extra time browsing home-buying sites during COVID-19 lockdowns. We eventually decided to start house-hunting and were able to find a charming and secluded home in Rohrsersville in early 2021. We talked about how much work the house needed (new roof, plumbing fixes, new floors, etc.) before we could start looking at building our family but we happened to drive past the San Mar campus and got interested to attend one of their virtual information sessions. From there we were hooked and really dove into the deep end. Ironically enough, we first asked to have a placement of one 2 to 5-year-old girl and within 2 years we are about to have 5 kids in our home.

We definitely aren't the model home and are CONSTANTLY running around with the kids so our house is always a mess - our Christmas gift to each other last year was professional cleaners which we managed to keep the house nice for at least a few hours. But we could not be more committed to our kids and helping as many kids as we can - whether it be adoption, foster care, or even some babysitting. There was definitely doubt and anxiety at the beginning (and still sometimes now, we are human!) and fears about connecting with kids - especially older kids but we've found that our commitment and constant reiteration of that commitment to the kids has certainly helped build strong bonds. Those initial fears now seem silly and there are always levels of connections - some kids will call you Mom or Dad right away, some need more time or come up with other nicknames but it all comes together eventually. Our biggest thing is patience and understanding. Sometimes it is just an extra ounce of patience that makes all the difference.

Our goal at the end of the day is the vision of the kids' futures. We want these kids to be able to grow up and look back on their childhood and not have the stereotypical vision of foster care being their main defining memory. We want them to have healthy and functional relationships, to be able to get married if they choose to do so, to raise their own family, and just be happy humans. While we started our journey focused on adoption, and we are on a path to adopt 3 girls currently, any aspect of improving the lives of those in foster care and being able to give them a childhood that is defined by the love they felt while being in our home is our full intention."

~Dani and Mike

*"When we focus our energy towards constructing a passionate meaningful life, we are tossing a pebble into the world, creating a beautiful ripple effect of inspiration. When one person follows a dream, tries something new or takes a daring leap, everyone nearby feels that energy and before too long they are making their own daring leaps and inspiring yet another circle."*

- Christine Mason Miller





# MEET THE TFC STAFF



**JENNIFER LEWIS, LCSW-C  
TFC DIRECTOR**



**BECKY CARPENTER, LBSW  
ADMISSIONS COORDINATOR**



**ABBY GIANCOLA, LMSW  
CASE MANAGER**



**KATHLEEN PREST, LMSW  
LICENSING & RECRUITMENT  
COORDINATOR**



**STACY ROBINETT, LBSW  
CASE MANAGER**



**JAN GAMBY  
RESOURCE COORDINATOR**

## TFC INTERNS | FALL 2022 AND SPRING 2023 SEMESTERS



**BROOKE KINDLER**



**ALEXIS REED**



**ERIN SHIFFLETT**

## HIGHLIGHT ON STACY

Stacy Robinett is a valued member of the TFC team. She continues to grow in her role as case manager while working towards earning her Masters of Social Work degree. She is a team player who always looks for ways to benefit all of us.

*“My name is Stacy Robinett and I am a TFC Case Manager at San Mar. I live locally in the Hagerstown area and graduated with my bachelor’s in social work in August of 2022. I started at San Mar as an intern in March 2022. I really enjoyed the internship and loved the culture that San Mar built. I consider myself very fortunate to have come along when I did because at the end of my internship in August 2022, I was offered a position as a case manager in TFC. I started off as a part-time case manager and by November 2022, I was offered a full-time position. I really enjoy working with the youth and families.*

*My journey so far at San Mar has been amazing and fulfilling. I enjoy working with everyone at San Mar and have met some amazing people. The team I work with in TFC has always been so welcoming and helpful. This team truly supports one another, never hesitates to jump in and help when needed. I am currently working on my Master’s degree and will graduate in April 2024. I am working full-time at San Mar, and interning again at another agency in the last part of my master’s curriculum. While it can be difficult to juggle at times, the TFC team and management have been amazing in supporting and encouraging me along my continued journey. I am very excited about the new programs that San Mar is working so hard to put in place and I continue to feel fortunate to be a part of the process. My hope moving forward is to build more programs with the San Mar organization in an effort to provide additional resources and services to the community”.*



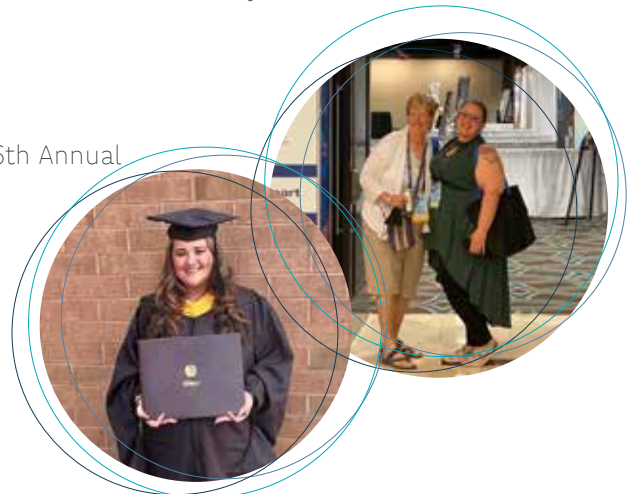
## 25 YEAR ANNIVERSARY AT SAN MAR

Becky Carpenter celebrated her 25th work anniversary in June, 2023. She began working with Ellen Savoy in Treatment Foster Care, on June 15, 1998. When Becky began at San Mar, she shadowed Ellen and learned from a gifted mentor who demonstrated compassion and encouragement. Becky became a licensed social worker in 1999. She experienced working in every area of this young treatment foster care program. She began as a case manager but as the needs increased, she learned the roles of licensing and admissions. Her role as Admissions Coordinator has stayed with her through these years. Congratulations Becky on your 25th work anniversary!

## GROWTH AND STAFF DEVELOPMENT

Becky and Kathleen attended Family Focus Treatment Association’s 36th Annual Conference, held in New Orleans, LA – July 17-20, 2022.

Abby completed her studies and received her Masters of Social Work degree from Salisbury University on May 24, 2023. She went on to pass her licensing exam and is now a proud LMSW.





# SHARING THE MESSAGE OF SAN MAR TFC

## FREDERICK PRIDE 2023

### COMMUNITY CONFERENCES AND WORKSHOPS

The TFC team participated in several trainings in the area. “Surviving to Thriving” was a conference hosted by Bester Community of Hope and was held at the Maryland Theatre on March 29, 2023.

Brook Lane held their 33rd Annual Child Welfare Workshop on April 4, 2023. Jenny McFarland, LCSW-C is a therapist with Brook Lane’s THRIVE program. She presented on “Engaging Neurodiversity: How to Keep it Fun”.



### THE COMMUNITY CAME TO US

Trunk or Treat 2022 and Easter Egg Hunt 2023 were both a huge success as we opened these not only to our foster families, but also to the community. Our interns were very much a part of the festivities! And, we discovered many partners in our community, as well as awesome volunteers, who helped by donating their time and resources to make each event an enormous success, and more importantly – a fun time was had by all! A very special Easter Bunny has shown up for quite a few years to help make our event fun. A special thanks to Bobsy Price!





# SOCIAL EVENTS FOR OUR FOSTER FAMILIES

## HOLIDAY DINNER AND PARTY

This year the Hub City Vineyard Church rented us their beautiful social room where we hosted a wonderful meal and evening for our TFC families. We could not have done it without the help of amazing volunteers, our awesome interns, and staff from San Mar who are always there to help at one of our events.



## SUMMER KICK-OFF PICNIC

A great outdoor event for our families with lots of food and playful energy. A little rain shower did not dampen our spirits. We are always so appreciative of all the volunteers who help out.





# OUTREACH

## MORE THAN NUMBERS!

It is about relationships – new ones and those with whom we continually collaborate. There is always a need for more individuals and families willing to open their homes, but more importantly, people willing to open their hearts to include a foster child. Our Licensing and Recruitment Coordinator, Kathleen Prest, has opened the windows of possibilities to inspire more people to make this life changing decision – to become a foster parent.

The annual special events – Trunk or Treat in the fall and the big Easter Egg Hunt in the spring are both tools in her toolkit. The community has responded and we have had so many businesses and individuals commit to helping with these events. Most of our foster children are present to have fun, along with the families they are now part of. Kathleen also has created special seasonal times for individuals and couples who want to meet some of our foster families having the freedom to ask questions. Kathleen also speaks in the communities of both Washington and Frederick Counties. She has been on the radio, spoken at churches and for civic groups. She always makes a way in her calendar to share her passion of licensing strong, loving families to help a child or youth in their journey.

### FY 2022–2023 BY THE NUMBERS

#### Providers: Years of Service

# OF PROVIDERS SERVING 10 YEARS OR MORE .....	4
# OF PROVIDERS SERVING 5–9 YEARS.....	3
# OF PROVIDERS SERVING 3–4 YEARS.....	4
# OF PROVIDERS SERVING 1–2 YEARS .....	5
# OF PROVIDERS LICENSED DURING THIS FISCAL YEAR.....	8
HOW MANY FAMILIES SERVED WITH US .....	24

### REACHING THE INTERFAITH COMMUNITY

Rabbi Mark Perman, from B’nai Abraham congregation in Hagerstown, hosts a weekly radio program called the Interfaith Roundtable. Rabbi Mark welcomed Kathleen Prest and Jennifer Lewis as guests on his weekly podcast. Rabbi Mark introduced questions to prompt dynamic discussion on the need for foster parents, the need for locating religious homes for the youth we serve, and the importance of compassion for others. Kathleen shared about her role at San Mar in licensing new foster families.



# OUR NEW “TREATMENT” FOSTER FAMILIES

We licensed 8 families between July 1, 2022 through June 30, 2023.



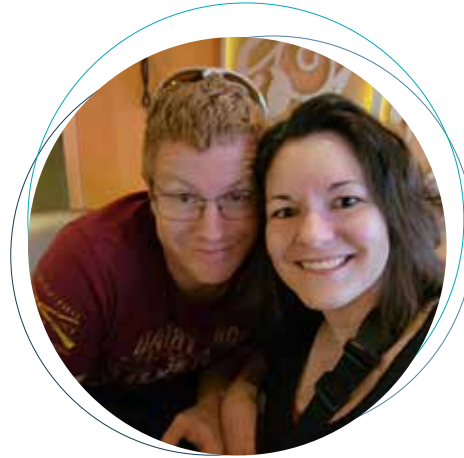
ROBERTA & CHARLES



WENDY & CHARLIE



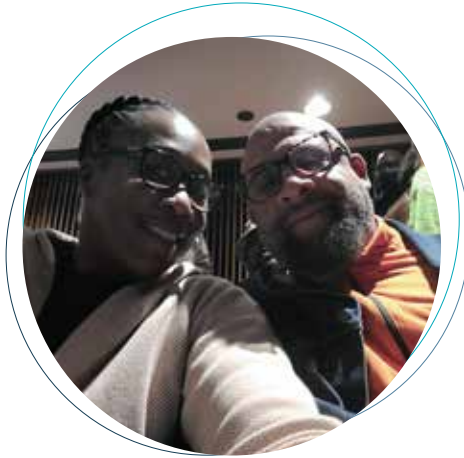
CHRISTIANNNA & DAJA



AMANDA & NATE



LUCA



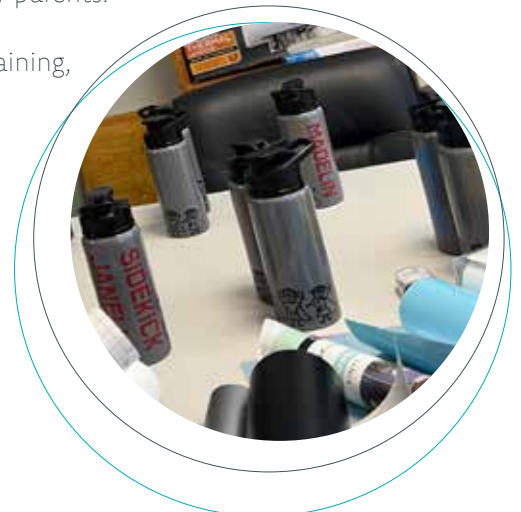
CRYSTAL & TOMMY

Foster parents at San Mar are licensed as Treatment Foster Care providers. Treatment Foster Care is an ‘evidence-based’ intervention for youth. Many, if not all of the children in our program have experienced some level of trauma. This is why we have implemented specific trauma-focused trainings for our foster parents.

All of our foster parents are required to complete a 7-session trauma-focused training, soon after they are licensed, called Together Facing The Challenge. The model focuses specifically on the in-home intervention elements and on the important role of supervision and coaching in helping foster parents work effectively.

Our team of case managers works closely with our families to provide support and to improve the outcome for the youth in our care.

May is nationally celebrated as Foster Care Month and our team is always trying to think of a special gift and token of our appreciation for all they do. This year special superhero cups were made for each.





## OUTREACH TO THE COUNTIES OF MARYLAND

One person remains in daily communication with the county DSS agencies in Maryland, because she has a passion for children in need of a loving home. Becky Carpenter, our Admissions Coordinator, reads over a hundred referrals each month on youth needing placement. Each county has its own special group of individuals who send referrals and often follow-up to see if any possibilities exist in our homes.

Becky is committed to San Mar’s principle of Unconditional Care. When sharing with Maryland County DSS teams, she is certain to include our philosophy of care in her meetings and conversations each day. She always wants to be sure she is making the best placement for our licensed families. Becky can usually be found talking on the phone, in a zoom interview, driving to introduce a youth to a potential family or going to a family’s home when a new foster child arrives. She paves the way for it all to go smoothly, along with the entire Treatment Foster Care team.

### Placing Agencies by County

BALTIMORE CITY.....	3
BALTIMORE COUNTY.....	10
CECIL COUNTY.....	3
MONTGOMERY COUNTY.....	6
WASHINGTON COUNTY.....	11
OUT OF STATE.....	1
TOTAL.....	34

### Race: Total Client Population

AFRICAN AMERICAN.....	3
CAUCASIAN.....	18
HISPANIC/LATINO.....	3
BI-RACIAL.....	5
CAUCASIAN/HISPANIC.....	2
TRI-RACIAL: CAUCASIAN/ AFRICAN AMERICAN/ASIATIC.....	1
MULTI-RACIAL.....	2
TOTAL.....	34



Gender	Birth to 5	6-10	11-15	16-21	Total
GIRLS	4	5	6	7	22
BOYS	3	7	1	1	12

## BRUNCH WITH LOCAL PARTNERS

Becky Carpenter, along with our director of Treatment Foster Care, Jennifer Lewis, hosted a brunch recently at San Mar for our neighbors and colleagues at Washington County DSS.

Keith Fanjoy, our CEO, shared about some of our plans on the horizon. Becky loves hosting times like this to strengthen existing relationships and forge new ones. Our TFC director, Jennifer Lewis, LCSW-C was present to ensure everyone was having a nice time.



## YOUTH ACCOMPLISHMENTS

### **It is about the children and youth whom we serve and care for daily.**

We have celebrated children as they have hit milestones and accomplished goals. This past spring, we had one youth leave our care after high school graduation. She was able to move with a kin and has contacted us several times and has sent us photos of her time there. Another young woman, still with her foster mom, completed her training to become a nail technician.

We enjoy celebrating the accomplishments of our teens as they move toward adulthood. Our celebrations have been festive and tasty!







**FY23**





# DIRECTOR'S LETTER

## To Our Community,

The Center continues to thrive, pressing forward to encourage, advocate and uplift others. The Center finished another year of providing 663 therapeutic sessions to 55 students in Washington County Public Schools. The Center was able to provide 103 of those sessions to students who experienced a lapse in insurance, or with an insurance company with limited to no providers in the area. Our school partnership allows students to be seen quickly, and efficiently and more consistently throughout the school year. A theme evident in this year was education and advocacy, as the Center participated in the Community Behavioral Health Associations' annual meeting, which included a presentation on Behavioral Health in Maryland: Goals and Direction with Secretary Laura Herrera-Scott & Secretary Rafael Lopez; the Director of the Center completed the nonprofit leadership certificate program at Georgetown University this year which led to a wealth of knowledge & connections for the Center and organization; and the Center revalidated its license with Maryland Medicaid this this year, and firmed up supports in the area of finance and fiscal responsibility.

We will continue to be encouraged by the work being done, and most importantly, the resilience and abilities of clients to rise above adversity.

In Partnership,

*Jerica*

**JERICA WASHINGTON**

*Director, Jack E. Barr Center for Well-Being*



# CLIENT GROWTH

## The Center's long term goal to increase stability and offer services to a diverse population was to have clinicians paneled with multiple insurers.

This year, multiple providers were successfully paneled with Medicare, and Care First Blue Cross Blue Shield. The Center moved students off of the Safe to Learn Grant where appropriate, due to the grant reverting back to a limit of ten sessions throughout the lifetime of the grant. A small amount of students continue to have issues with securing a provider who accepts their insurance, and the Center continues to provide limited sessions, free of charge.

Financial stability goals continue to make progress, as we work with LPL Medical Billing. The State allowed for \$23k in estimated payments they calculated that were made to us, to be forgiven, with the assistance of our local advocacy group and LPL. The Center transitioned out its in house contractual billing specialist, as we looked to create a space for all billing needs to occur with the billing provider. The Center continues to work with LPL in the areas of pay period deadlines, presenting clients with copay/private pay invoices in a timely manner, and reconciliation of the books. The Center is in need of ensuring all claims were paid out, and if not, how to collect those funds, to reduce the need for writeoffs.

## 2023 DATA



## SEASON CHANGES

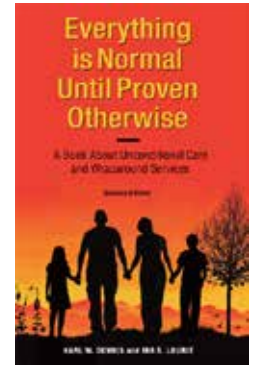
The holiday season brought about a different atmosphere, as masks slowly were removed and more clients experienced continued in person sessions. Staff met in person for meetings, ate lunch together, practicing the social skills and relationship building that we instill in our clients. The Center experienced consistency, wellness and hope for the future this quarter. The Center continues to focus in on children, but also is at a stage where children who we have grown with, move into adulthood. The experience of this transition at times is difficult to see, as some transition smoother than others. The resources needed for the launch into adulthood are there, but the key is what clients can benefit.

The holidays were filled with joy despite the pain that the holidays at time brings, with Christmas elves delivering presents to the Center to those who were interested in receiving. The gifts set the Center apart, allowing an extra dose of kindness to the relationships we share.



# UNCONDITIONAL CARE AT THE CENTER

Dr. Ira Lourie and Karl Dennis' second edition of *Everything is Normal Until Proven Otherwise* was published this quarter. All providers received a signed copy. This book provides a new look at Unconditional Care as the way to provide services for this population and as the underpinning of Wraparound services. Highlighting family strengths, and their voice is key in this model and what the Center aims to be.



## ENHANCING CENTER PROGRAMS



### **Bridget Choudhary**

The Clinical Program Manager Position was offered and accepted by Bridget Choudhary, long term therapist at the Center. The Clinical Services Manager supports administrative staff, assists with clinic development, and continues provision of therapy services. She serves as covering party during Center Directors absence.



### **Kacy VanWestenberg**

The Clinic Manager position was offered and accepted by Kacy VanWestenberg. The Center Manager will support clinical and administrative staff, assist with clinic development, and provide office management.



### **Abby Giancola**

The Center began its first clinical social work intern under the advisement of Jerica Washington, with Abby Giancola. Abby completed this field placement at her work study site, as she continued her full time position as foster care case manager. Over the course of a year, Abby learned the innerworkings of an OMHC, shadowed, and independently completed individual and family therapy sessions. Abby was hired as a contractual therapist at the Center upon successfully receiving licensure from the State of Maryland.

The Center continues on with staff enhancing, adding on Jessica Brangaccio to the roster, a clinical social worker experienced in emergency social work and co-occurring disorders. Two interns at the Center, Rozana Ki and Lisa Summerlin, honed in on clinical expertise from Meghan Runey as they completed their practicum with our Medical Director.

# PERFORMANCE, STATISTICS, PROCESS & PEOPLE

**The Center continues to partner with Community Behavioral Health's Association's initiative to generate important aggregate data for the State. This year, the aggregate dashboard with Greenspace is now active and being utilized in multiple agencies across the state to evaluate progress in behavioral health organizations.**

The Peer Review Program is a Maryland Medicaid clinical program designed to improve safe and appropriate antipsychotic treatment of children. This program this year guided the Center in making best practice decisions for clients who were medication management only, to shift to having regular check ins with a therapist in addition to the prescriber.

Workforce development was a exploration this year, as the Center researched and examined ways in which to increase the workforce. Exploring training for future workforce needs with interns, developing a strong administrative team, support in supervision for clinicians, also brings about questions of capacity. Researching other providers yielded confirmation that other providers are paying at \$60-70 reimbursement, providing the therapist with 70% of reimbursable. Many online providers, such as Alma, Headway and Better Help, are appealing to providers, as their note system, billing and non clinical related items are managed by these companies, as the therapist is able to focus in on the provision of therapy. However, its limited scope, inability to assist children and lack of insurance reimbursement is a discouragement for our providers specifically. The number one reason our therapists stay- relationship. They have stated "I have the best coworkers", "they keep my schedule and all other things straight, so I can do my work with clients", and "I just like the way you all do things" keep our clinic and Providers doing their best.





# THE STATE OF MENTAL HEALTH

On April 21, the leadership of the Jack E. Barr Center for Well-Being Outpatient Mental Health Clinic hosted a dialogue regarding mental health services and systems with Congressman David Trone and President of the Washington County Commissioners, John Barr. As a part of the visit, staff reviewed key mental health needs and community stressors heard from clients as well as provider challenges on the front lines experienced by clinicians and administration interacting within a fragmented system of care.



## 01- ENSURING PARITY OF INSURERS

The way that insurers determine the rates they pay providers for the different services; insurance companies aren't compelled to pay for essential treatment services in Mental Health the way they do in other healthcare setting, which causes strain on our ability to accept clients and perform services. Enrollment in insurance paneling and billing is arduous and takes a large amount of administrative time.



## 02-BIPARTISAN SAFER COMMUNITIES ACT

This act would provide new school mental health dollars and supplement rather than supplant current services. We advocate that partnerships with community providers are emphasized in any future reforms.



## 03-WORKFORCE FOR MENTAL HEALTH PROVIDERS

Outpatient mental health requires a combination of licensed social workers, nurses, and licensed counselors. Many entering the field are working for larger corporations, then when supervision is completed for advanced licensure, moving into independent practice. Advocacy for marketing the field and accompanying salaries would ease the mental health crisis.



# OUR STORIES

## **A WARM MEAL**

Wintertime brings about cold weather, decreased in-person sessions and a decrease in camaraderie and community at the Center amongst staff. A client called in, praising her therapist and medication management provider for helping her reorient to life after major events in her life. She shared that she wanted to give back to the Center somehow, and that her talent was cooking. She shared that it would be nice to make a meal to those who helped in her journey. She did not have much money, but she would make it with an oversupply of donation of food she received. One cold day, she journeyed to the Center and dropped it off, allowing staff to enjoy lunch, together.

## **LANDLINE**

Our phone was a beacon of light this quarter. Our longtime client who lost his daughter. Struggling with issues related the loss and multiple phone calls due to the loss of his landline phone, he often calls in from someone else's home, giving us updates. We offered a space to complete his calls and use of internet, and he came down from another city this week to use the phone.

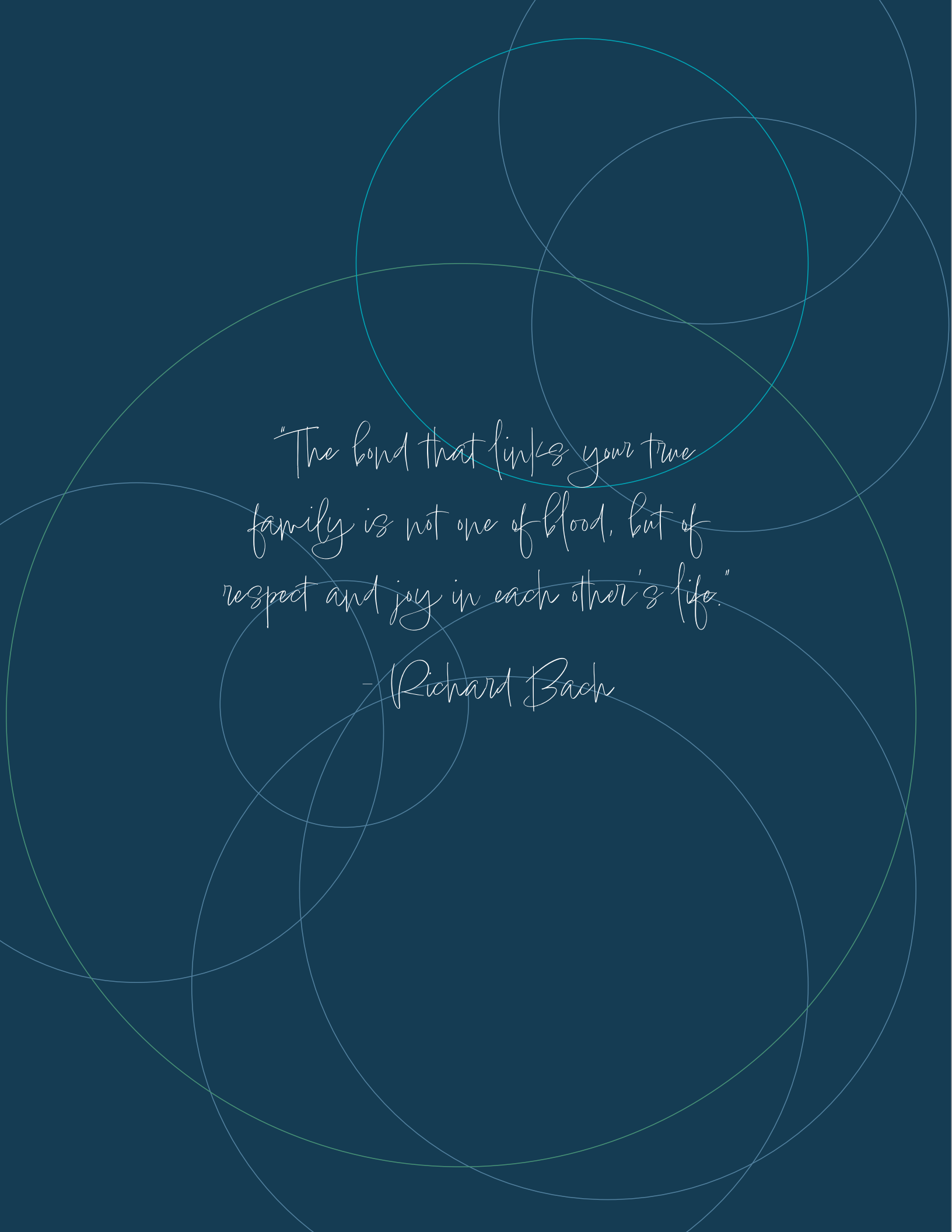
## **AN ADOPTION STORY**

In 2018, a little girl came into the Center with her Uncle, with behaviors described as defiant, disrespectful and "uncontrollable". As the years past, the family tried therapy, medication, prevention programs, inpatient programs... all programs except residential care. She completed her therapy goal in processing past events that led her to living with her Uncle, and at most sessions, decline to speak. After 5 years, she has been adopted by her Uncle—and behaviors have almost completely resolved themselves.





**FY 23**



"The bond that links your true  
family is not one of blood, but of  
respect and joy in each other's life."

- Richard Bach



# DIRECTOR'S MESSAGE

*Dear San Mar family of supporters,*

To all of you whose kindness and generosity sustains our mission, I am so thankful for you, and I am blessed to address you as our “family” of supporters. Just as every child needs and deserves to have a family to care for them, so we need our family to help us continue this important work. As you review the impact stories contained within this report, I hope you see your important place in our family, and take pride in the progress we have made this past year.

For example, we can celebrate our growing family – more of us have stepped up to be Champions of Hope by giving monthly or regularly through a payroll program. Our new connection with Cardinality.ai has extended our family further throughout Maryland and across the country. And our signature annual fundraiser, The Great Bicycle Tour, continues year after year to bring more caring individuals into the family fold while raising significant funds for our ongoing work.

Even the San Mar development team experienced growth this past year, becoming a team of three. Terri Siefert shifted into a volunteer coordinator role, and Nicholas Malin joined us as Development Associate. Please know that you can reach out to any of us at any time with questions, ideas, or to volunteer, and we will be happy to assist.

I am personally so grateful for the connections I have made with many of you, and look forward to continuing to build the bonds of friendship that strengthen our ability to serve children, families and communities. Thank you for being a part of our family – for caring about others, and for your contributions to San Mar! We do nothing alone, and we are always better together!



With sincere gratitude,

*Elisa*

**ELISA MABINA, CFRE**  
Director of Development

# FUNDRAISING EVENTS

**No year would be complete without the joy of gathering together on special occasions to build community and raise support for San Mar. Our heartfelt appreciation goes out to each host, participant, donor and sponsor!**

## THE GREAT BICYCLE TOUR

As always, San Mar's 36th annual Great Bicycle Tour was something to remember! We saw a bevy of riders new and old take on 184.5 miles of the C&O Canal tow path from Cumberland, MD, to Washington DC. Our 130 cyclists, along with an incredible volunteer team and members of the San Mar crew, committed four days in support of San Mar's mission by riding the entire length of the towpath from July 8-11, 2023 through both rain and shine. Thanks to their hard work on and off the trail, San Mar achieved remarkable fundraising results, netting more than \$130,000 to directly support children and families.

Director of Development and TGBT event manager, Elisa Mabina, shared, "This event is an amazing fundraiser for San Mar, and so much more! Hosting 130-150 riders for four days, who usually range in age from 5-80+, is such a special, bonding experience. I think we all leave with a sense of accomplishment and commitment to advancing San Mar's powerful mission. We make friends for life and together we support families in need of hope. To me, it's always the best four days of the summer!"

This year's top fundraiser, David Brinkley, raised more than \$16,000 in memory of his late son Ross and mental health needs in our local communities. He shared, "This was my first TGBT! I gained financial support by saying it would be a GREAT ADVENTURE, and it certainly was! The camaraderie, support of the San Mar team, the beauty of the canal, and the ride through history is extraordinary! It's great to have fun AND financially support the great work in the community San Mar has provided for 140 years!"

The annual success of The Great Bicycle Tour is dependent on rider fundraising, countless volunteer hours, and sponsorship underwriting. Sponsorship support was received this year from presenting sponsor The Nora Roberts Foundation, lead sponsors Coca-Cola Consolidated, The Loats Foundation, Middletown Valley Bank, and partnering





sponsors SEK CPAs & Advisors, Blue Ridge Risk Partners, Fulton Bank, Younger Toyota, Staples Mid-Atlantic Distribution Center, Meritus Health, AC&T, Lamb Insurance Services, M&T Bank, Baltimore Life Companies and Patriot Federal Credit Union. Additional in-kind contributions were received from Hagerstown Ford, Penske Truck Rental and a variety of local organizations including Willow Brook Church, Hancock Rotary, Boonsboro Ruritan Club and Boonsboro and Hagerstown Lions Clubs.

*“Thank you!!! Your leadership, commitment to purpose, and dedication to cause inspired a community. It is so rare today in America to be able to assemble a diverse group – geographically, socio-economically, politically, racially – and to unite them under one cause. You did that with this community. And you did it perfectly. Over shared meals and long days biking, this community formed and bonded. And by introducing the key players that make San Mar run, the community was introduced to the incredible people that do the work we are all supporting. We are so grateful to have been members of this community and to have supported the important work you do. Thank you, from the bottom of our hearts!”*

– Anonymous TGBT XXXVI participant



**SEVERAL TOP TGBT FUNDRAISERS, L TO R: BEN FRANKLIN, DON MURPHY, DAVID BRINKLEY, GLORIA SERRAO, AND CINDY HOLZAPFEL**



**RECEIVING SPONSORSHIP SUPPORT FROM A LOCAL BUSINESS PARTNER, COCA COLA CONSOLIDATED**

## CARDINALITY.AI PARTNERSHIP

It's a special gift when an introduction uncovers an alignment of values, and becomes so much more than a business association, taking on the qualities of a family connection. That's what happened when San Mar's CEO, Keith Fanjoy, was introduced to Thiago and Kalyani Loganathan. This amazing couple whose software company, Cardinality.ai, works to improve experience and outcomes for social services professionals and the citizens they serve, recognized something special about San Mar as well, and the bonds of friendship were formed.

Their commitment to raise awareness and funds for our organization started with multiple social media campaigns around child abuse prevention, and led to a beautiful evening in their Potomac, Maryland home, featuring Indian cuisine, karaoke, and shared stories of hope through a legacy of caring. The evening offered the opportunity to share the work occurring every day with children in treatment foster care, outpatient mental health, as well as community based family services through the Bester Community of Hope initiative. With more than 60 donors and several corporate sponsors contributing to the evening's success, the Loganathan's raised more than \$30,000 for San Mar's prevention-focused mission.



**PROMOTING CHILD ABUSE PREVENTION MONTH AT SAN MAR**



*The event was absolutely amazing! It was very much eye opening to learn about the wonderful support San Mar is providing to underserved children and we stand ready to do whatever is needed to assist San Mar with reaching their goals.*

**Tatiana Moton**  
CEO, Capitol Collective

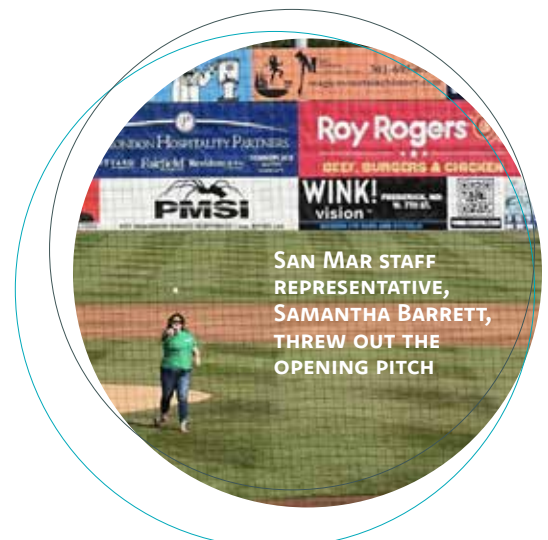
*Being a part of this fundraiser for San Mar Family has been an incredibly heartwarming experience. Witnessing the power of a community coming together to raise awareness and funds for such a noble cause is truly inspiring. It reminds me why I have dedicated over 20 years of my career to the welfare of the vulnerable child population. Giving back and making a difference in the lives of those in need is not just a responsibility, but a privilege.*



**Kevin Jones**  
COO, Cardinality.ai

## A NIGHT AT THE BALLPARK

Cardinality.ai, along with Attain Partners and DMI, was also instrumental in arranging a benefit for San Mar at the Harry Grove Stadium in Frederick on June 10, 2023. It was a perfect summer night for baseball, community building, and lots of family fun! The evening started with our own Bester Community of Hope team member, Samantha Barrett, throwing out the first pitch, and it ended with a fantastic fireworks display. The best part was that \$10 of every ticket purchased through a direct link, as well as the proceeds of a 50/50 raffle conducted in the stadium that night, came to San Mar to empower and uplift local children and families in need. No question it was a Win-Win!



**SAN MAR STAFF REPRESENTATIVE, SAMANTHA BARRETT, THREW OUT THE OPENING PITCH**



# DONOR RECOGNITION

With sincere gratitude for your generosity and commitment to San Mar Family and Community Services, the following lists were compiled to recognize donors who made gifts of \$100 or more during the 2023 fiscal year – July 1, 2022 – June 30, 2023. We are equally grateful for the 306 donors not listed here whose combined giving during the fiscal year accounted for an additional \$15,000 in contributions.

While every effort has been made to correctly recognize our valued donors, or provide anonymity when requested, sometimes errors and omissions still occur. Please feel free to contact the Development Office at 301-733-9067 x250 to report a needed correction.

## Champions of Hope

**These special donors made regular recurring gifts through monthly credit card or electronic bank transactions or through an employer's payroll deduction program.**

- \* Anonymous
- \* Shayne and Robin Boucher
- \* Teri Conrad
- \* Keith Fanjoy
- \* Gina Figel
- \* Tim Harrison
- \* Luca Hawkins
- \* Elisa Mabina
- \* Nicholas Malin
- \* George McDonnell
- \* Terri Siefert
- \* Gabriela Thomas
- \* Maria Uitterhoeve
- \* Dennis Weaver
- \* Mike and Sharon White
- \* Jennifer Younker

## Guardians of Hope

**These exceptional donors have demonstrated their commitment by giving over multiple consecutive years.**

### FIVE – NINE YEARS

- \* Bradford Bates
- \* Carol Brashears
- \* George Brown
- \* Rachael Coulson

- \* Mark and Kim Halsey
- \* Thompson Hefelfinger
- \* Jennifer Hillmann
- \* Charles Huff
- \* Peggy Jones
- \* James Marshall
- \* Howard Ories
- \* Susan Peterson
- \* Don Putman
- \* RBC Wealth Management
- \* Salem Reformed Church
- \* Richard Saltos
- \* Jack Slick
- \* Gail Snyder
- \* Staples Distribution Center Inc.
- \* Jon Stull
- \* The Loats Foundation Inc.
- \* James Tucker
- \* William and Frances Young

### TEN – NINETEEN YEARS

- \* Mary Barnhart
- \* Bonnie Baust
- \* Frank & Teri Cholewicki
- \* Keith Fanjoy
- \* Mary Heizer
- \* Timothy Hott
- \* Tony Ingram
- \* Rudolph Krumpe
- \* Mathias Foundation
- \* The Nora Roberts Foundation
- \* Gary Schmincke
- \* Gloria Serrao
- \* David Temple

### TWENTY YEARS OR MORE

- \* Curtis Bachtell
- \* Mike Kaufman
- \* Vicki Martin
- \* James McComb
- \* Kathryn Sortore
- \* Joan Weddle

## Partners in Hope

**These donors have made gifts through their estate or named San Mar as a beneficiary through a planned gift.**

- \* Terry Angle
- \* Sylvia M. Barnhart Estate
- \* The Boerner Memorial Trust
- \* Mary Fitzwater Estate
- \* Lena Given Estate
- \* Elaine H. Goldhorn Trust
- \* John Richard Holzapfel Estate
- \* Patricia Martin Estate
- \* Mathias Foundation
- \* Joan Weddle

**If you have included San Mar in your estate plans and your name doesn't appear, we welcome you to notify us by contacting Elisa Mabina at [emabina@sanmarhope.org](mailto:emabina@sanmarhope.org).**

**Letting us know you've taken the generous step of remembering San Mar in your will or other legacy gift plan is always up to you.**

# DONORS BY GIVING LEVEL

## 5000+

- \* Aetna Inc.
- \* Anonymous
- \* Boerner RN-Memorial Trust
- \* The Jone L. Bowman Family Foundation Inc.
- \* Cardinality.ai
- \* Frank and Teri Cholewicki
- \* County Commissioners of Washington County
- \* DMI
- \* Fletcher Foundation Inc.
- \* Holzapfel Family Charitable Foundation
- \* Love of Christ Foundation
- \* Martin-Marietta Aggregates
- \* Mathias Foundation
- \* The Nora Roberts Foundation
- \* Staples Distribution Center Inc.

## 1000-4999

- \* AC&T Company
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- \* Greg Baroni
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- \* Casey Family Programs
- \* Bruce Caswell
- \* Community Foundation of Washington County MD
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- \* Marcia Newbill
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- \* Tim Snyder
- \* The Glocker Grp. Realty Results Inc.
- \* The Loats Foundation Inc.
- \* Cindy Watkins
- \* Barry Weller
- \* William E. Cross Foundation Inc.
- \* Younger Toyota

## 500 to 999

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- \* Anonymous
- \* Mary Barnhart
- \* Mark Bindon
- \* David and Barbara Biser
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- \* Carol Brashears
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- \* Tony Thornton
- \* Mary Jane Tiedeman
- \* Barbara Tobler
- \* Keeley Tobler





**NEW MONTHLY  
DONOR, ROBIN  
BOUCHER**

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- \* Joan Weddle
- \* Andy West

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- \* Sara Abshari
- \* Anne Adoryan
- \* Aisecuretech
- \* Sila Alegret-Bartel
- \* Peter Allen
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- \* Peggy Jones
- \* Athenia Jones
- \* Todd Jones
- \* Carol Jordan
- \* Vijay K
- \* Amanda Kaplan
- \* Kris Kapneck
- \* Mike Kaufman

*" I believe that San Mar's people are why I regularly donate and volunteer during the Great Bicycle Tour. Seeing social workers dressed up like singers to greet the TGBT riders coming in to a rest stop, hardworking volunteers who load the box trucks and repair bicycles, staff members who put in effort to register riders for the tour, and the whole crew's behind-the-scenes efforts to feed everyone and keep them safe, inspires me to support this wonderful organization and their efforts both on and off the trail."*

*— Robin Boucher, new monthly donor and TGBT volunteer*

- \* Ameer Kearns
- \* Keedysville Ruritan  
Club
- \* Leigh Kelley
- \* Bob Kelly
- \* Philip Kim
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- \* Karlys Kline
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- \* Rich Sullivan
- \* Mary Tallent
- \* Paul Theisen
- \* ThermoFisher Scientific
- \* Sandra Tillou
- \* Samuel Tolbert
- \* Paul Toriello
- \* Ted Trester
- \* Tri-State Printing
- \* Katherine Turk
- \* Daniel Ueberfluss
- \* Maria Uitterhoeve

- \* Bob Uniatowski
- \* Keith Unikel
- \* Sujit Unni
- \* Sheila Uriah
- \* Murali Venugopal
- \* Robert Verdile
- \* Debbie Vogel
- \* Ashlee Wagner
- \* Brett Warren
- \* Craig Wasilius
- \* Emily Waters
- \* Daniel and Sonja Waters
- \* Dennis Weaver
- \* Joshua Wehunt
- \* Cheryl Weinzirl
- \* Welty Church of the Brethren
- \* Reeves and Robin Westbrook
- \* Ashley Whaley
- \* Mike and Sharon White
- \* Christina White
- \* Rob White

- \* Michael Whitely
- \* Jason Wild
- \* Rochelle Wilder
- \* Bob Wiles
- \* Matt Wiley
- \* Barbara Wilkins
- \* Noel Williams
- \* Wendy Wilson
- \* Joshua Wilson
- \* Zita Winzer
- \* Jennifer Wurster
- \* Susan Wyman
- \* Mary Wyrsh
- \* Michael and Erin Yeazell
- \* John Yingling
- \* William and Frances Young
- \* Jennifer Younker



# FINANCIAL SUMMARY

## STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

YEAR ENDED JUNE 30, 2023

### REVENUES AND OTHER SUPPORT WITHOUT DONOR RESTRICTION

Fees - purchase of care .....	\$958,404
Grants - other .....	872,019
Medicaid and Medicare .....	790,389
Contributions and gifts .....	143,920
Special event income .....	118,791
Other .....	381,664
Net assets released from restrictions .....	96,307

**Total Revenues and Other Support Without Donor Restrictions ..... \$3,361,494**

### EXPENSES

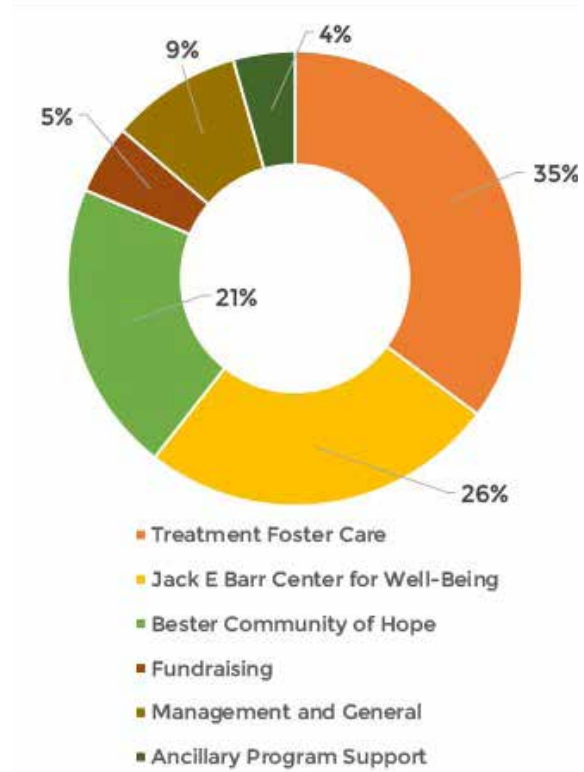
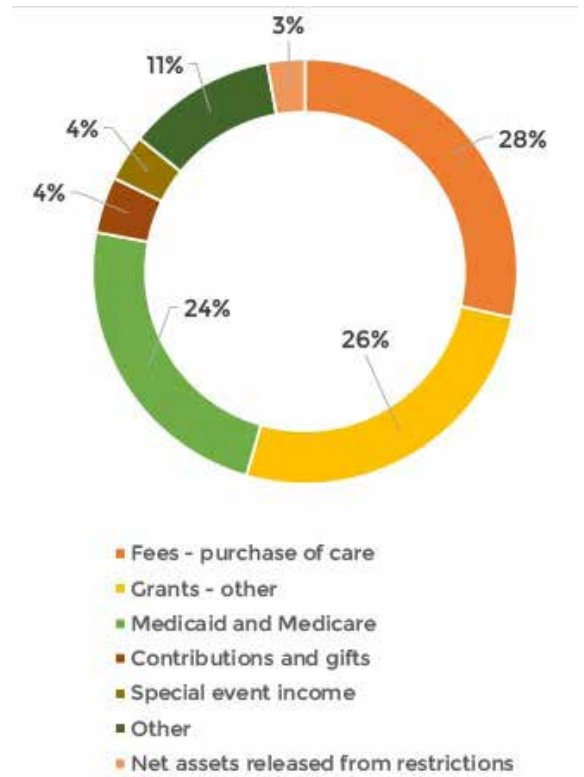
Treatment Foster Care .....	\$1,173,388
Jack E Barr Center for Well-Being .....	846,565
Bester Community of Hope .....	692,674

**Total Program Services Expenses ..... \$2,712,627**

Fundraising .....	\$164,605
Management and General .....	311,135
Ancillary Program Support .....	145,859

**Total Expenses ..... \$3,334,226**

**Decrease in Net Assets Without Donor Restrictions ..... \$27,268**







## Washington County, Maryland

### Our Mission

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To centralize fragmented Washington County data from diverse social institutions in a convenient location to measure quality of life for residents, monitor progress in their strengths and needs, and ultimately catalyze precise action to achieve community well-being.

Visit us at:  
[www.communitysolutionshub.org](http://www.communitysolutionshub.org)



