



**CARROLL COUNTY  
LOCAL MANAGEMENT BOARD**

**ANNUAL PROGRAM REPORT  
JULY 1, 2011 – JUNE 30, 2012**

**Carroll County Local Management Board  
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**“You must be the change you wish to see in the world.”  
Mahatma Gandhi**

Local communities are the heart of Local Management Boards (LMBs) in Maryland. LMBs are the spark that lights the community fire, giving voice to local issues, assessing strengths and needs and breaking down agency barriers. Local Management Boards receive Children Cabinet Interagency funds to:

- Build collaborative partnerships among public and private organizations, nonprofits and community representatives including consumers and participants
- Assess community needs
- Develop strategic plans
- Apply for and manage State, federal and community dollars
- Develop and manage contracts
- Monitor children’s programs
- Measure performance to ensure program outcomes are met
- Evaluate programs
- Provide fiscal accountability
- Provide ongoing technical assistance to service providers

Local Management Boards are the core entities established in each of Maryland’s 24 jurisdictions to stimulate collaboration at the local level and to strengthen local services for children and families. The establishment (1990) and subsequent re-establishment (2006) of LMBs is provided for through Article 49D – Children, Youth, and Family Services. In October, 2007 Article 49D transitioned into the Human Services Article, Title 8.

The Carroll County Local Management Board (CCLMB) began in 1995 and became operational in 1997. The administration of the LMB is placed within County Government in the Carroll County Department of Citizen Services. The LMB received FY 12 funding from Carroll County Government, Governor's

Office for Children, Governor's Office of Crime Control and Prevention,  
Department of Juvenile Services and the Maryland Department of Human  
Resources.

**The Local Management Board is the neutral convener that builds community  
partnerships and promotes local voice and local choice in Carroll County.**

#### **Carroll County FY 12 Snapshot Picture**

- 7,480 individuals served
- 8 programs offered

#### **Carroll County LMB Funded/Monitored Programs**

- Adventure Diversion Program
- Brief Strategic Family Therapy
- Cultural Navigator
- Get Connected Family Resource Center
- Interagency Family Preservation
- Parents As Teachers Initiative
- Parent-Child Interaction Therapy
- Promoting Safe & Stable Families

#### **FY 12 Accomplishment Highlights**

- Conducted Community Needs Assessment
- Surveyed middle school youth
- Formulated 2013-2015 LMB Strategic Plan
- Secured funding for LMB administration in FY 2013
- Revised LMB bylaws
- Partnered with SART to sponsor *Strengthening Community Resources:  
Addressing the Needs of Substance Affected Children Conference*
- Partnered with *Children's Mental Health Matters*, a Maryland Public  
Education Campaign
- Revised & reprinted *Manos Unidas Directorio de los Servicios para la  
Comunidad del Condado de Carroll* in Spanish & English

**The Local Management Board fosters an inclusive community with access to  
service**

#### **How Are Families Accessing Services?**

*"Thanks to the continued funding and support of the Carroll County Local Management  
Board (LMB), United Hands of Carroll County remains an important resource for the  
non-English speaking immigrant community. The LMB works closely with United Hands  
to offer time sensitive support and meaningful improvements to our services for minority  
families, while maximizing our funding."*

Elena Hartley & Mary Carrier  
United Hands of Carroll County

**Cultural Navigator Program** provides information and referral about services that individuals and families in the Hispanic community need in order to achieve self-sufficiency. United Hand of Carroll County's (UHCC) strength is a bilingual and bicultural staff that enables them to provide a culturally competent and responsive setting for Spanish-speaking clients. UHCC serves Hispanics and other immigrants in Carroll County.

**Goals:**

- Alleviate the frustration of immigrants when they are unable to navigate the system of care in the U.S.A.
- Ensure families have information and improved access about /to services

**Performance Measures:**

- 331 individuals were served and 592 referrals for services were made
- 16 community events outreached another 1,930 individuals
- 100% of individuals were satisfied with Cultural Navigator
- 100% of individuals reported that the referrals provided the requested information or service
- 100% of individuals reported increase confidence & competence in addressing future needs
- United Hands hosted a second annual international festival. A slideshow of over 20 countries was featured, along with culturally authentic refreshments from many of the countries represented.

**Get Connected Family Resource Center (GCFRC)** provides information and referral to Carroll County residents who are in need of services for their children ages birth through 25 years. Family Navigator services are also available for families of children with intensive needs (developmental disabilities, mental health disorders and substance abuse). Family Navigators assist families in learning to navigate and manage systems of care. Services include outreach and referral, assessment, development of family plans, care coordination and advocacy.

**Goals:**

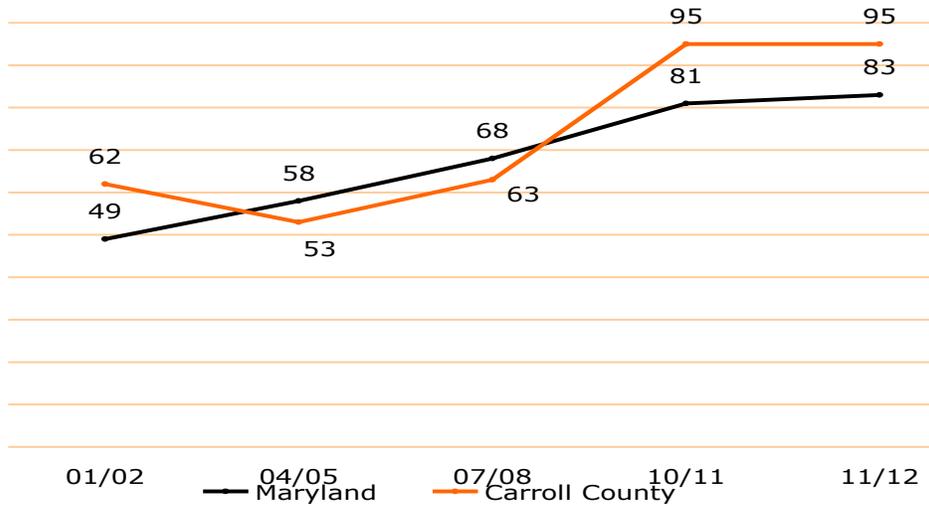
- Ensure families have information and referral for services
- Ensure families of children with intensive needs have assistance navigating multiple systems and accessing service

**Performance Measures:**

- 682 calls received
- 1,949 referrals made
- 14,169 web site hits
- 659 families served by Family Navigators
- 100% of families were satisfied with services from Family Navigators
- 92% of families report success in receiving needed services
- 94% of families report an increase in ability to advocate for their child's needs

- 100% of families reported a decrease in stress after receiving family navigation services

### How Are Young Children Faring in Carroll County?



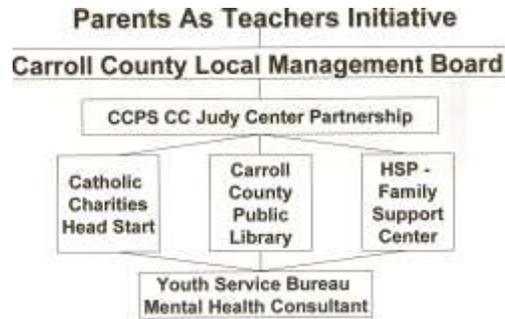
**95% of the County’s kindergarten students are fully ready for school – a 33 point gain in readiness from 2001-2002. Carroll County’s kindergarteners outpace the statewide readiness level, currently at 83%.**

*“Parents as Teachers is a great program that offers fun activities for my child and me to do together. With the activities our Educator supplies from Parents as Teachers, my child’s speech has improved. Our Educator has also helped me with getting my child’s birth certificate and has provided a list of other resources in the community.”*

Program Participant

Carroll County Local Management Board’s focused attention on school readiness and Parents As Teachers (PAT) Initiative contributed to this success. Parents As Teachers is an evidence-based parent education and support program serving families prenatal through 5 years of age. It includes home visitation, developmental screening, group support and connection to community resources.

The Carroll County Parents As Teacher service delivery system is interagency by design. Partners include: LMB, the Judy Center Partnership, Catholic Charities Head Start, Human Services Programs Family Center, Carroll County Public Library and Carroll County Youth Service Bureau. Carroll County Local Management Board provides leadership and partial funding for this initiative, which is coordinated by the Judy Center Partnership.



**PAT Goals:**

- Increase parent knowledge of early childhood development and parenting practices
- Increase school readiness
- Provide early detection of developmental delays and health issues
- Prevent child abuse and neglect

**Performance Measures:**

- 444 families served in PAT
- 694 children served in PAT
- 11 child care providers received PAT and provided service to 72 additional children
- 75% of all 2-year-old children were fully immunized by the end of the program year
- 535 children were screened for developmental, vision, hearing, health and social emotional problems.
- 73% of the families were high needs
- 100 mental health consultations were made for behavioral/social-emotional concerns
- 97% of parents surveyed were satisfied or more than satisfied with PAT services

Other community resources positively impacting school readiness include: Come Learn with Me groups for parents and children, Carroll County Public Library early literacy activity centers, mobile services to child care centers and home child care providers, Books for Babies at Carroll Hospital Center, School Readiness Folder Project and Spanish Language Outreach at St. John’s Church, as well as dissemination of early childhood development information at county-wide events.

**Parent- Child Interaction Therapy (PCIT)** was newly implemented in Carroll County in FY11 and refined in FY12. PCIT is a behavioral family intervention for children 2-7 years of age with disruptive behavioral disorders. Sheila Eyberg at the University of Florida developed this evidence-based program. PCIT integrates social learning theory, play therapy and attachment theory to enhance parent-child relationships and parents’ behavior management skills. PCIT is one of very few evidence-based treatments for very young children.

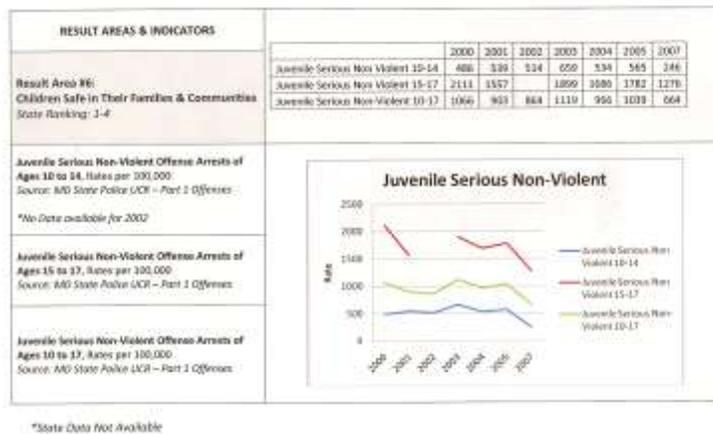
**Goals:**

- Improve parent-child relationship
- Improve parents' behavioral management skills.

**Performance Measures:**

- One clinician from Carroll County Youth Service Bureau is certified to be a PCIT in-house trainer and supervisor. Another clinician has recently been certified in PCIT
- 36 parent-child dyads received PCIT. Referrals came from Department of Social Services, Parents As Teachers and other community agencies
- 100% of the children had no DSS Child Protective Services involvement 12 months post treatment
- 94.4% of the children did not experience an out-of-home placement 12 months post treatment
- 96% of parents liked the service

**How Are At-Risk Youth Remaining at Home and in the Community?**



- For all age groups, juvenile non-violent arrests are down
- More children are remaining in the home and community due to continuum of resources
- Resources include but are not limited to Brief Strategic Family Therapy, Adventure Diversion Program and Interagency Family Preservation
- Families have better access to service

*“I enjoyed Adventure Diversion Program and the things that we did. I feel like ADP has helped me grow a lot and see that I can be a good kid and stay out of trouble. Also that I can do things I never thought I could do.”*

Program Participant

In partnership with Carroll County Local Management Board, Carroll County Department of Juvenile Services, Carroll County Youth Service Bureau, and the Boy Scouts of America, the **Adventure Diversion Program (ADP)** is an alternative intervention for:

- Court-ordered youth at risk of being detained or placed out of home
- Court-ordered youth returning from out of home facilities (e.g., detention, shelter, RTC, group home)
- Court-ordered youth at risk of violating probation due to increasing high-risk behaviors
- Pre-Court Level II status youth with a history of two or more contacts with DJS

ADP is a consequence-based program that emphasizes responsibility, opportunity and teamwork. The Office of Juvenile Justice, Delinquency and Prevention (OJJDP) classifies ADP as a Best Practice Model for De-institutionalization of Status Offenders. ADP is a mandatory supervised evening reporting center that provides experiential learning, conflict resolution and pro-social skill development blended with outdoor activities.

**Goals:**

- Prevent out-of-home placement
- Develop pro-social skills and teamwork

**Performance Measures:**

- 35 youth were served in ADP
- 143 evening reporting sessions held
- 132 venturing activities conducted
- 11 weekend venturing activities conducted
- 90% of youth were satisfied with ADP
- 96% of youth exhibited a desired change in targeted behaviors

*“The best thing that could have happened to our family was Family Preservation helping us know what was happening with our daughter and how to cope with and help her. She went from assaulting me and not attending school to (having) better family communication, taking her prescribed medication, no aggression and completing night school.”*

Program Participant

The **Interagency Family Preservation Program (IFP)** provides services to families who have a child at imminent risk of out-of-home placement and are referred by Department of Social Services, Department of Juvenile Services, Core Service Agency, and local public and private schools. Services include time limited intensive in-home crisis stabilization, mental health treatment, case management and step down services.

**Goals:**

- Resolve immediate crisis
- Improve family functioning

**Performance Measures:**

- 46 newly served families
- 96% of families made positive change as measured by North Carolina Family Assessment
- 97% of families were satisfied or more than satisfied with services
- 90% of children were not placed out of the home 12 months post service.

*“Carroll County Local Management Board has worked tirelessly to bring child and family programs, Brief Strategic Family Therapy, an evidence-based treatment, and significant trainings to this county; simply put, these programs would not be here had the LMB not identified the need and located the funding for these services.”*

Lynn Davis, Executive Director  
Carroll County Youth Service Bureau

**Brief Strategic Family Therapy** is an evidence-based short term (8-24 sessions) intervention in treating families who have children ages 6-17 displaying acting out problematic behavior. BSFT was developed by the Center for Family Studies, University of Miami in 1975 and is a research-proven family therapy for Hispanic/Latino families. The Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Substance Abuse and Mental Health Service Administration (SAMHSA) endorse BSFT as a model program.

**Goals:**

- Decrease child problematic behavior
- Increase family functioning

**Performance Measures:**

- 49 families served
- 192 individuals served
- 100% of parents/guardians were satisfied with BSFT
- 93% of families demonstrated healthy approaches to resolve problems. Positive changes were seen in family roles, communication and solving problems as measured by McMaster Family Assessment.

**Looking Back, Moving Forward**

Carroll County Local Management Board sustained significant cuts in Children Cabinet Funds from the Governor’s Office for Children for LMB personnel and operations in FY 11 & 12. Administrative funding decreased from \$200,000 to \$65,000. Funding from County Government was maintained at \$71,500. Although programs were maintained at level funding, LMB personnel cuts and staff hours were reduced in FY 11 & 12. LMB sustainability is the ongoing issue in FY 13.

Thank you to LMB members and partners for your active participation and support in promoting the well being of children and families in Carroll County.

**FY 12 Carroll County LMB Members:**

Walter Akers	C.C. Advocacy & Investigative Center
Shannon Aleshire	Child Care Choices
Kevin Amado	C.C. Health Department
Robin Bates	Parent Representative
Dawn Brown	C.C. Core Service Agency
Martha Clementson	Grace Lutheran Church
Mathew Fonseca	Department of Juvenile Services
Karen Ganjon	C.C. Public Schools
Mark Greenberg	Catholic Charities- Child & Family Service*
Lynne Griffith	Parent Representative
Elena Hartley	United Hands of Carroll County
Fred Hecker	Miller and Hecker LLC
Gary Honeman	C.C. Youth Service Bureau
Larry Leitch	C.C. Health Department
Sharon Plump	Division of Rehabilitation Service
Suzanne Savage	Family & Children's Services of Central MD
Jolene Sullivan	C.C. Department of Citizen Services
Tina Swink	Developmental Disabilities Administration
Joseph Tatela	C.C. Community College
Frank Valenti	C.C. Department of Social Services
Powel Welliver	Family Law Administration
Lynn Wheeler	C.C. Public Library

\* Denotes LMB Chair

**LMB Staff:**

Mary Scholz, Manager  
Jenny Meloy, Contract Specialist  
Terry Rasche, Office Associate/Fiscal