

2024

ANNUAL REPORT

Boone County Community
Services Department



**Boone County
Children's Services Fund**

Released: June 2025



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Boone County Community Services Department (BCCSD) Overview

The Community Services Department was created to oversee and coordinate the disbursement of the funds received from the Children's Services Fund sales tax and the domestic violence funds collected through court fees.

The mission of Boone County Community Services is to support the greatest possible level of independence and self-sufficiency of Boone County residents by promoting their physical, mental, and social well-being to cultivate a safe and healthy community.

Children's Services Fund

On November 6, 2012, the citizens of Boone County passed County of Boone Proposition 1, which created a Children's Services Fund for children and youth 19 years of age or less in Boone County. The Boone County Children's Services Board (BCCSB) has been appointed by the County Commission and entrusted to oversee this Fund. The Fund was created pursuant to RSMo §67.1775, RSMo §210.861, and the ballot language presented to the voters on November 6, 2012. RSMo §210.861 specifies the types of services that may be funded by the Children's Services Fund. The mission of the BCCSB is:

To improve the lives of children, youth, and families in Boone County by strategically investing in the creation and maintenance of integrated systems that deliver effective and quality services for children and families in need.

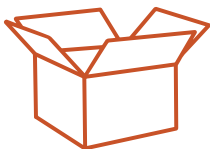
Domestic Violence Services Fund

State of Missouri statutes authorize counties to collect fees to fund shelters for victims of domestic violence. Per these statutes, the County of Boone (Boone County) collects fees on civil actions, marriage licenses, and criminal cases. These funds are then utilized to provide funding for shelters for victims of domestic violence. True North of Columbia, Inc. received \$23,818.00 in 2024 to provide victims of domestic and sexual violence with safe housing, advocacy, and support.



We moved!

The BCCSD is now located
at 107 N 7th Street,
Columbia, Missouri 65201.



2024 Boone County Community Services Department staff

Letter from the Director

As we reflect on 2024, it is clear that this year was a pivotal one for our department and for the broader Boone County community. Our work continues to be driven by a commitment to invest in strategies that strengthen families, support children and youth, and build a healthier, more resilient future for all.

This year, we undertook several major initiatives aimed at deepening our understanding of community needs and enhancing the impact of our investments. We completed a comprehensive county-wide housing study and convened a Housing Summit that brought together community leaders, stakeholders, and residents to address pressing housing challenges. We also expanded our internal capacity by adding a Health and Justice Coordinator position to help launch a Health and Justice Coordinating Council—an important step toward aligning systems that affect health, safety, and equity across Boone County.

In 2024, we released two major Requests for Proposals (RFPs) designed to expand access and drive innovation. The first, the Grassroots Funding Opportunity (GFO), was created to reduce barriers for smaller and emerging organizations in both the application and contracting processes. The goal of the GFO was to build the capacity of these organizations and support their future participation in the traditional Purchase of Service model used by the Boone County Children's Services Fund (BCCSF). The second was the 2024 Open RFP, a competitive opportunity that allowed new and existing service providers to apply for or reapply for funding. This RFP made \$10 million available for programs supporting children, youth, and families—yet it received over \$18.5 million in funding requests, highlighting both the demand for services and the critical role of BCCSF funding. The majority of contracts active in 2024 were set to expire, requiring organizations to reapply under this open process. We also transitioned to a new funding management system to improve efficiency, transparency, and user experience for all partners.

Most notably, we released a five-year Review and Assessment Report of the Boone County Children's Services Fund, which provided a critical evaluation of our investments and their impact. The results were powerful. Over the past five years, the Children's Services Fund has generated a \$390 million return on investment in our community. This return reflects not only the financial value, but the lives improved, families stabilized, and opportunities created through local services and supports. The report also offered key recommendations for how the Boone County Children's Services Board (BCCSB) and our department can continue improving operations and funding strategies to better meet the evolving needs of Boone County's children, youth, and families.

This annual report incorporates those recommendations and highlights new data from 2024 that show how BCCSB-funded programs are already working to address the needs identified in the review. From mental health supports and early childhood services to innovative housing and justice-related initiatives, we are seeing the tangible results of intentional, data-driven investment.

Thank you to our partners, service providers, and the community members who continue to make this work possible. Together, we are building a stronger Boone County—one where every child and family has the opportunity to thrive.



A stylized, handwritten signature in black ink that reads "Joanne Nelson".

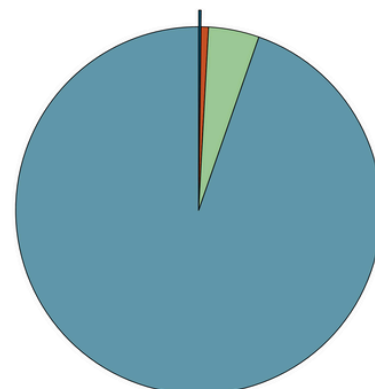
Director
Boone County Community Services Department

2024 Financial Summary

Revenues

Domestic Violence Fund	\$23,943 (<1%)
Other Contributions	\$73,595 (<1%)
Investment Income	\$503,880 (4%)
Children's Services Sales Tax	\$10,643,683 (95%)

Total Revenue	\$11,245,101
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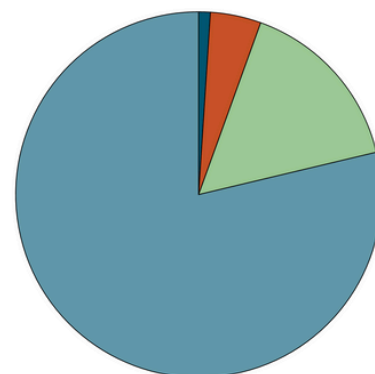


Expenses

Professional Services	\$148,217 (<1%)
Salaries	\$643,852 (5%)
Operations Support & Fixed Assets*	\$2,261,491 (16%)
Contracted Services for Children, Families & Individuals	\$11,300,976 (79%)

Total Expenses	\$14,354,536
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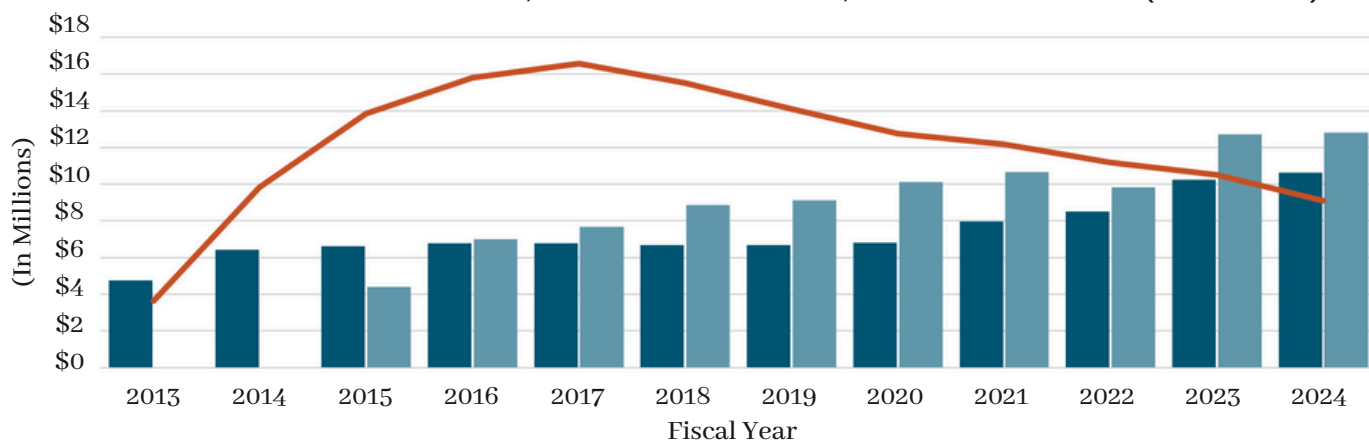
Release of Prior Year Encumbrances (\$123,003)



*The Boone Hospital lease ended January 1, 2021, and Boone County no longer receives funds for the Community Health/Medical Fund. The remaining balance of \$1.83 million in the Community Health/Medical Fund was reallocated to the Boone County General Revenue fund in 2024 to follow recommended best accounting practices.

The BCCSB has invested approximately \$75,925,738 in Boone County over the last decade. By statute, the BCCSB is required to keep 17% of BCCSF in reserves. The BCCSB has contracted out more than the sales tax revenue in an effort to sustainably lower the fund balance. The fund balance has displayed fluctuating trends over the years, starting at approximately \$3,621,462 in 2013 and peaking at approximately \$16,556,849 in 2017 before gradually declining to approximately \$9,095,000 by 2024.

BCCSF Sales Tax Revenue, Contracted Amount, and Fund Balance (2013-2024)

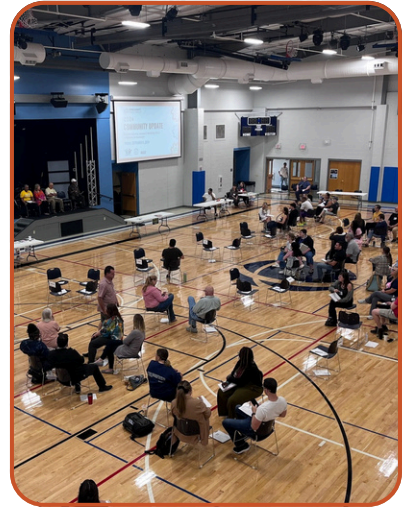


2024 BCCSD Projects

Boone County Upward Mobility Project

Boone County's Upward Mobility project is an initiative aimed at increasing economic mobility from poverty and utilizes Results-Based Accountability (RBA) to drive equity-centered and data-informed decisions. RBA involves community stakeholders at each step of the planning process to guide implementation of intervention strategies identified by the community as part of a Mobility Action Plan. The BCCSD supports the planning, outreach, and implementation of strategies across three workgroups: Early Grade Literacy, Fair and Inclusive Housing, and Jobs and Workforce Development. The workgroups continued to fine tune their action plan and began implementing strategies. The Boone County Housing Study, described below, was a product of the Upward Mobility project and Mobility Action Plan. A Community Update Report was released in September 2024 at a poverty simulation. Participants had a simulated experience of what a household living in poverty may go through in a month. More information on the Upward Mobility project and update reports can be found at:

<https://www.showmeboone.com/community-services/upward-mobility/>.



Poverty Simulation attendees listening to a community update on the Upward Mobility project

Boone County Housing Study and Summit

Throughout 2024, the BCCSD managed a housing study contract with Amarach Planning Services and was a key partner in planning a housing summit. Boone County, in partnership with the City of Columbia, released a comprehensive housing study that includes an examination of current housing trends, demands and disparities. The Boone County and City of Columbia Housing Study is part of the Boone County Upward Mobility Action Plan and was conducted by Amarach Planning Services, a consultancy focused on urban planning and housing analysis. The study was completed with a mixture of qualitative and quantitative data sources, including community meetings, stakeholder interviews and a survey conducted by Amarach.

Following the release of the study, a full-day summit was held on October 24, 2024, with an abbreviated session in the evening. The summit brought the community together to learn about local housing-related plans and determine next steps to address affordable housing. More information on the study and summit can be found at <https://www.showmeboone.com/community-services/housing-study.asp>.



Kip Kendrick, Boone County Presiding Commissioner, and Barbara Buffaloe, City of Columbia Mayor, welcoming attendees to the Boone County Housing Summit



Attendees listening the Dr. David Boston, Amarach Planning Services, present on the Boone County and City of Columbia Housing Study

2024 BCCSD Projects (Continued)

Health and Justice Coordinator

In 2024, BCCSD hired a Health and Justice Coordinator to facilitate the creation of a Health and Justice Coordinating Council (HJCC). The HJCC will be a council that fosters collaboration between the courts, offices, and agencies that make up the 13th Judicial Circuit. This will involve bringing together elected officials, administrators, and community leaders to share information, promote interagency cooperation, and jointly address systemic public safety challenges. To accomplish this goal, the coordinator has been working to engage stakeholders across health, justice, and social service sectors in order to spread awareness and help prepare for the formation of the HJCC. A major project that the coordinator undertook this year was assisting in the facilitation of the UPSTREAM Mapping workshop for youth and the Sequential Intercept Mapping (SIM) workshop for adults. The UPSTREAM workshop gathered providers to discuss prevention and intervention efforts for children and families involved with the 13th Circuit. The SIM workshop gathered providers to identify resources and opportunities for diversion for Boone County adults involved in the justice system. Upcoming work includes the initial formation of the HJCC and establishing the governance practices of the council. It is our hope that the HJCC will be fully established and meeting by the end of 2025.



Victoria Woods,
Program Manager -
Health & Justice
Coordinator

2024 Grassroots Funding Opportunity

The BCCSB released an innovative Request for Proposal (RFP) for small, community-based organizations that had not previously received funding from the Boone County Children's Services Fund (BCCSF). The Grassroots Funding Opportunity was designed to break down financial and administrative barriers for organizations serving Boone County children, youth, and families. The initiative empowers grassroots organizations to expand services, strengthen infrastructure, and transition to long-term sustainability by providing a more flexible funding model paired with tailored capacity-building support. Go to page 54 to learn more about the organizations funded through the Grassroots Funding Opportunity.

2024 Open RFP

Following the Grassroots Funding Opportunity RFP, the BCCSB released the 2024 Open RFP offering \$10 million in funding. During the Open RFP, organizations can apply for new programs or reapply for continuation of funding for existing programs. The majority of the contracts funded in 2024 concluded at the end of the calendar year. Those organizations had to reapply for funding through the Open RFP, with new contracts beginning in 2025 if the BCCSB desired to enter into a new contract. The overall amount requested through the 2024 Open RFP totaled over \$18.5 million. The BCCSB voted to fund several new programs through the Children's Services Fund and keep the majority of the organizations that reapplied for funding at the previous contract amount. However, the BCCSB did increase funding for select programs, primarily programs that provide case management to secure housing, out-of-school programming, or early child care due to an elevated need in the community for these resources. A detailed summary about the 2024 Open RFP can be accessed by scanning the QR code or going to:

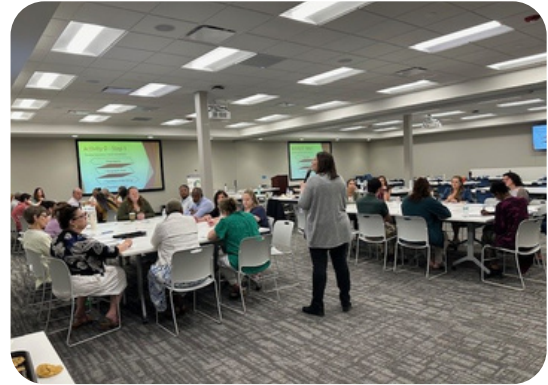
https://www.showmeboone.com/community-services/common/pdf/Summary_of_RFP_20-26JUN24.pdf



QR code to view
detailed summary
of 2024 Open RFP

Bringing Results-Based Accountability to Boone County

The BCCSD received funding from the Missouri Foundation for Health to train nonprofit leaders, local leaders, elected officials/department leaders within the County, and community members in the Results-Based Accountability (RBA) framework. RBA is an action-oriented and evidence-based methodology for producing measurable improvements for individuals and communities. The framework can be used both at a community level and within organizations and programs. The BCCSD held its third training in June 2024 and trained 36 individuals. Since 2022, the BCCSD has trained a total of 102 individuals across multiple organizations and industries. Learning Labs are also held for those who attended the training and provide a refresher and additional skills to use RBA practices.



Gina Jenkins, Data and Performance Analyst, leading RBA training

Boone Impact Group

The Boone Impact Group (BIG) is a unique collaboration between the Columbia/Boone County Department of Public Health and Human Services, Boone County Community Services Department, Heart of Missouri United Way, Central Missouri Community Foundation, and Veterans United Foundation. This group shares information to prevent duplicating work as funders and to ensure that organizations are receiving adequate funding and support. Through this collaboration, BIG is playing a critical role in identifying resource gaps, helping organizations to maximize their services, and coordinating the strengths and abilities of the human services sector to tackle challenging social issues together.



The BIG partners utilize a Taxonomy of Services, which aligns the type and definitions of services to be consistent across local funders with the purpose of having a universal language for services being provided among organizations. BIG also has a list of common outcomes to help local funders better tell the story of how contracted services impact community-level issues and indicators. Alignment of outcomes shows the impact of services and programs across the community.

New Funding Management System

The BIG partners have shared the same funding management system since 2015, which houses all Request for Proposal cycles, contract information, and reports. After careful consideration, the BIG partners decided to transition to a new system that better fit the needs of organizations utilizing the system and the BIG partners. After careful consideration, the BIG partners selected Foundant Technologies' Grant Lifecycle Manager (GLM) as their new system. The system will alleviate several of the pain points organizations have experienced and still allow the close collaboration of the BIG partners. The BCCSD staff helped with this transition through researching products, contracting with Foundant, and leading the transition process to the new system. The BCCSD is looking forward to officially launching the new system to organizations in 2025!

Boone Indicators Dashboard

The Boone Indicators Dashboard (BID) presents a variety of health, educational, social, economic, and housing data for issues relevant to Boone County, Missouri. The purpose of the BID project is to make this information readily available to diverse community stakeholders who require data to more effectively inform and align community planning, resource investment, and performance management and monitoring.

Please visit www.booneindicators.org for more information, BID's aspirational statements, local equity analysis, and data. This is a project of Boone County, the Columbia/Boone County Public Health and Human Services Department, the Heart of Missouri United Way, and the University of Missouri Institute of Public Policy.

Boone County Children's Services Fund: Review and Assessment Report 2024

The Boone County Children's Services Board (BCCSB) contracted with Central Missouri Community Action which subcontracted with Partner for Better to assess progress toward meeting the needs identified in reports published in 2014 and 2019. The report includes the return on investment over the last five years and recommendations to the BCCSB. The report structured data and recommendations in the five categories utilized by the BCCSD: Infant and Early Childhood, School-Based, Youth and Family Support, Treatment, and Community Support and Basic Needs programs. Information from the report is incorporated throughout the 2024 Annual Report to connect the ongoing efforts of the BCCSB. The full report prepared by Partner for Better and a condensed community report can be viewed at <https://www.showmeboone.com/community-services/comm-data.asp> or scanning the QR code.



Return on Investment

The report presents return on investment (ROI) findings using a validated model from Washington University's Institute of Public Policy to show the five-year impact of the Boone County Children's Services Fund (BCCSF), offering insights into returns for participants, taxpayers, and others. The report shows an ROI for each program category over a participant's lifetime:

\$9.70

Infant & Early
Childhood Programs

\$42.36

School-Based
Programs

\$14.23

Youth & Family
Support Programs

\$4.19

Treatment
Programs

\$10.04

Community Support &
Basic Needs Programs

For every \$1 spent,
there is a \$9.51 ROI
with a total of
\$390,172,574.40 for
the investments
made by the BCCSB
from 2019-2023

Recommendations

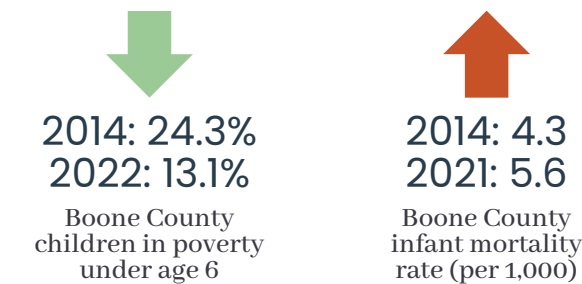
The Review and Assessment report provided recommendations to the BCCSB for future community investments. The recommendations were based on community-level data and feedback collected from stakeholders and community members. The funding category overview pages in this report incorporate data provided by funded organizations in 2024 with the funding recommendations described in the Review and Assessment Report. The BCCSB acknowledges that there is room for improvement and wants to demonstrate how organizations have been addressing these needs. The BCCSB and BCCSD are also diligently working to address administrative recommendations outlined in the Review and Assessment report but are not specifically noted in the 2024 Annual Report.



How is Boone County doing?

The researchers for the report analyzed community-level data utilizing indicators from Kid’s Count and the Boone Indicators Dashboard. These key indicators paint a picture of how these specific populations are faring, and if there have been changes in the indicators in the time since the inception of the BCCSF. It is important to remember that the BCCSF is not directly responsible for any positive or negative changes in community-level indicators but is rather an important piece in the complex system impacting indicators. Data sources can be found in the full report prepared by Partner for Better.

Infant & Early Childhood Programs



Licensed Child Care Capacity (per 1,000)



School-Based Programs

Boone County High School Graduation

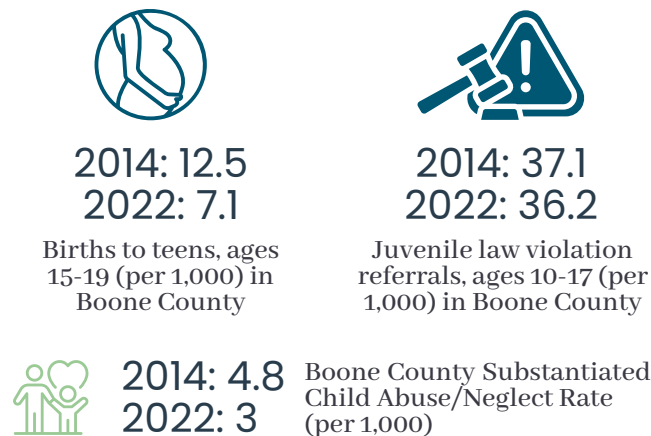


Boone County Youth Feeling Sad or Hopeless

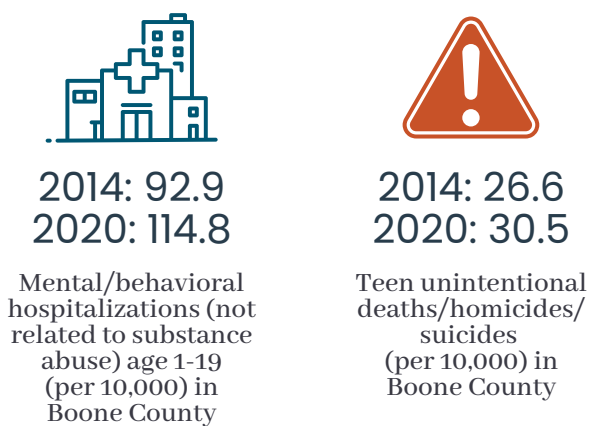
The Center for Disease Control and Prevention (CDC) reports an increase in persistent feelings of sadness of United States high school youth. However, similar data collected in all Boone County schools through a checklist indicates a decrease in the percentage of Boone County youth feeling sad or hopeless.*

*Source: Family Access Center of Excellence (FACE) of Boone County (2023)

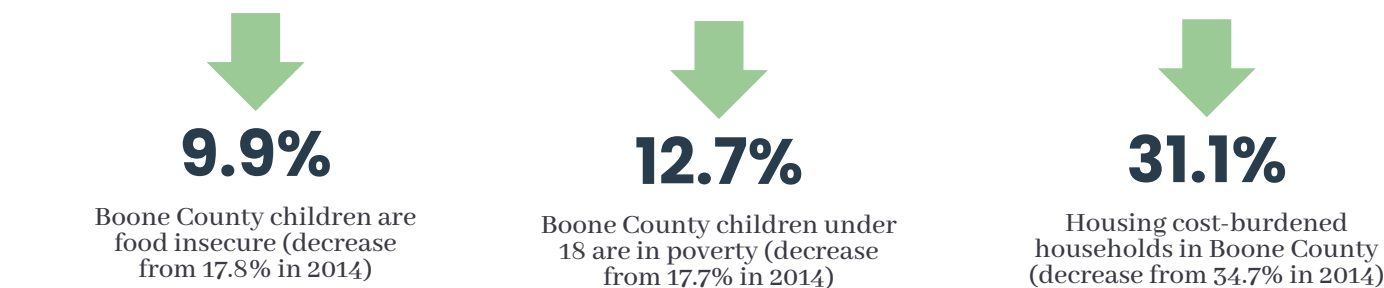
Youth & Family Support Programs



Treatment Programs

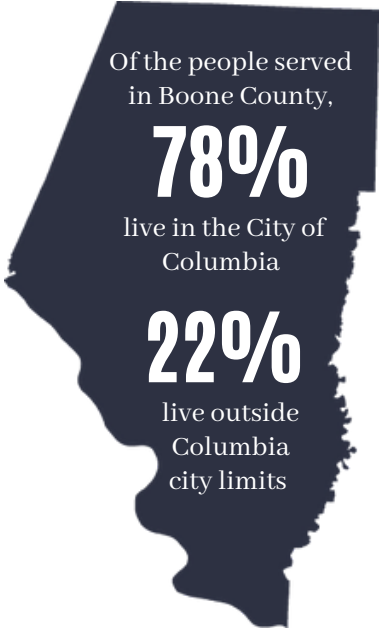
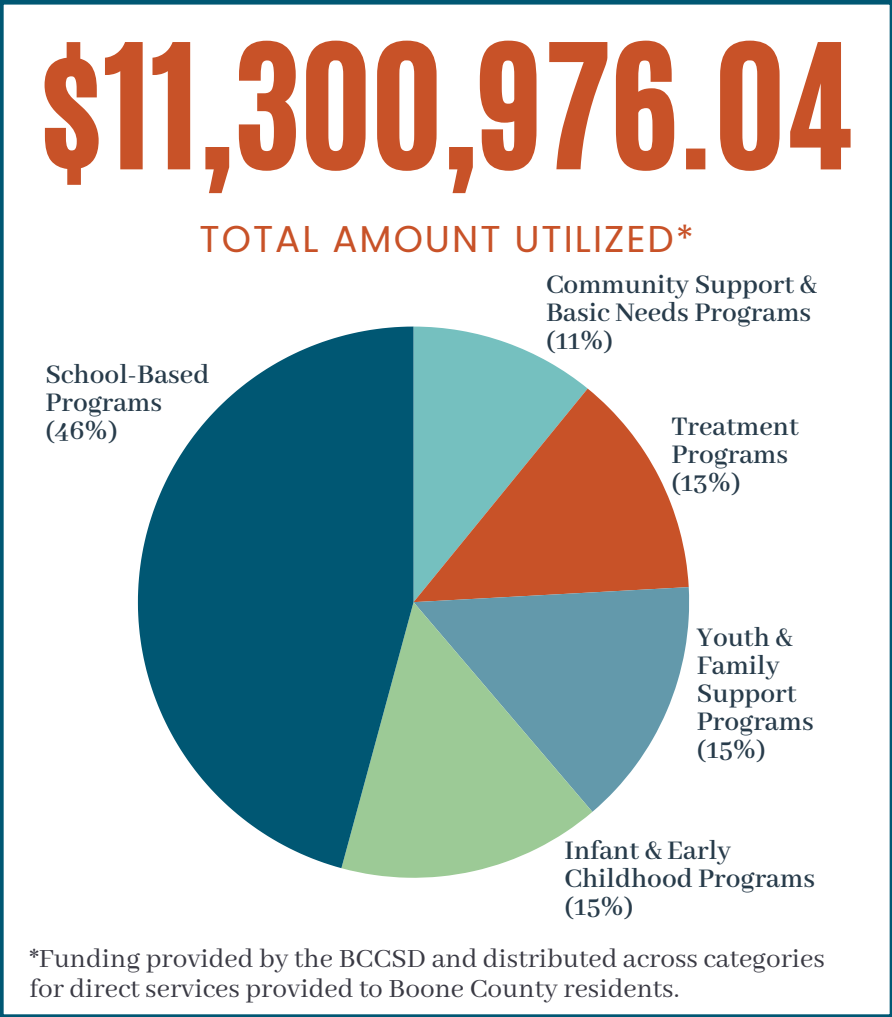


Community Support & Basic Needs Programs



2024 Program

The BCCSD established common outcomes language across contracted programs to better tell the story of how, collectively, programs impact lives and community-level issues within Boone County. The outcomes, number of individuals served, and demographics in this section may include those served through other funding sources.



99,912

BOONE COUNTY RESIDENTS SERVED



30,364

individuals received items to meet their basic needs



464

individuals gained positive parenting/co-parenting skills



5,224

hours of mentoring were funded



1,270

individuals received home visits

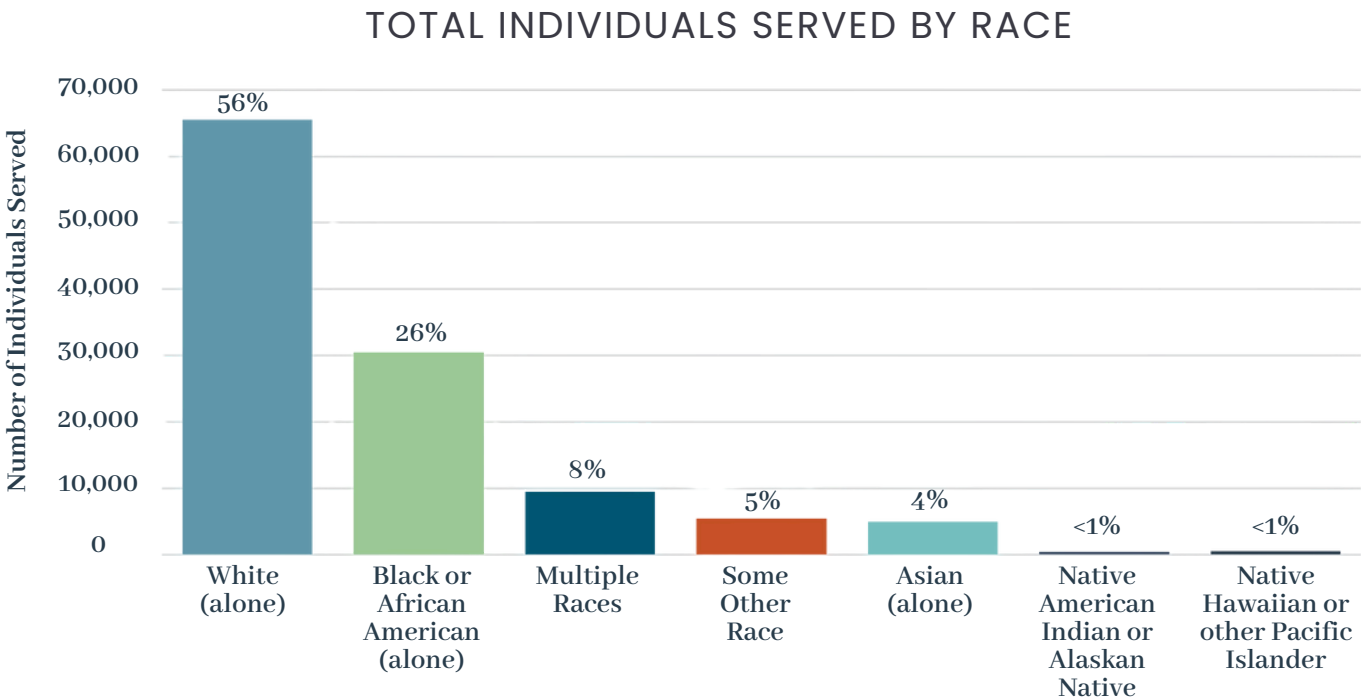
Outcomes Overview

Boone County is known for its outstanding quality of life and continues to be one of Missouri’s most desirable places to live, work, and do business. However, local data shows this is not true for all residents. When disaggregated by race, data show poorer outcomes for those in poverty and for communities of color. Those who have been historically marginalized face increased rates of infant mortality, poor health outcomes, and limited access to well-paying jobs due to systemic issues. The BCCSD is aware of these disparities and seeks to fund programs that serve higher rates of people of color. This data reflects demographic information about those who received services compared to the overall population of Boone County in 2024.

Boone County
Population by Race
(2019-2023)*

White (Alone) - 77.9%
Black (Alone) - 9.5%
Two or More Races - 6.3%
All Other Races - 6.3%

Source: Boone Indicators
Dashboard



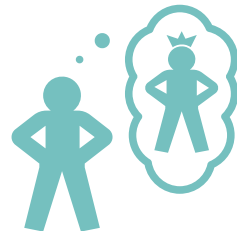
80,483
screenings or
assessments were
funded



4,634
individuals
received case
management



1,344
individuals
completed evidence-
based and/or best
practices trainings



643
individuals developed
positive values, social
competencies, or
identities

Infant & Early Childhood Programs

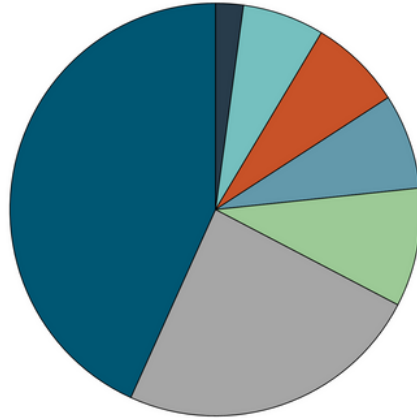
Programs provided developmental and behavioral screenings, trainings, evidence-based or best practices curriculum, and early childhood basic needs.

11
funded
programs



12,132

individuals were
served through
BCCSD funding



TOTAL PROGRAM FUNDING

- Health & Medical (2%)
- Basic Needs (7%)
- Social Development & Enrichment (7%)
- Community Advancement (8%)
- Education (9%)
- Supportive Services (24%)
- Organizational Capacity Building (43%)



Recommendation: Invest in expanding high-quality, affordable childcare options in Boone County, especially in underserved areas.



55,628

hours of childcare
were funded

5

programs were
funded that directly
delivered childcare
or supported child
care centers that:



Serve rural
communities



Serve diverse
populations



Accept childcare
subsidy

Harrisburg Early Learning Center Success Story

"We have three siblings in our center. With the oldest child developing medical issues and spending time going to the hospital and medical appointments, the family discussed moving the two oldest children to a home daycare to help cut expenses and have cheaper childcare tuition. We have been caring for the oldest child for so long, and all of our staff have great knowledge of his medical issues and how to care for him. We were very concerned about him leaving the program and going somewhere that may not provide the care he needs. Having all three siblings split up between two different locations was less than ideal. With the scholarship service we provide from the support of the Boone County Children's Services Fund, all three children were able to continue care at our agency."

Harrisburg Early Learning Center
School Age and Early Childhood Services



Recommendation: Support workforce development in early childhood education through increased wages, professional development, and increasing awareness of the profession's value.



407

childcare providers increased their capacity to utilize evidence-based and/or best practices



12,301

hours of professional coaching for childcare providers were funded



Recommendation: Address racial disparities in infant mortality through targeted interventions and increased access to prenatal care for underserved communities.



379

parents and/or guardians increased their knowledge of child development, behavior, health, and safety issues



1,687

home visits funded for families with newborns and/or young children

Boone County Early Childhood Coalition Success Story

Triple P was able to train camp counselors who work at a summer camp for children who would not make it through traditional camp due to behaviors the children exhibit. The counselors were trained prior to camp starting, and many of the counselors were young adults who did not have a lot of experience in the field of increased behavior incidents. Once camp started, the counselors felt they needed additional support. A Triple P provider was able to provide additional coaching as well as some modeling for those counselors. This increased the counselors' confidence in working with the children. The camp was also able to identify some children who may need additional support. Triple P was able to make referrals to FACE for additional service needs, and parents were educated on the BRIDGE program in their schools.

MU Department of Psychiatry
Boone County Early Childhood Coalition

City of Refuge

City Preschool

The preschool provides a cross-cultural classroom for children ages 3-5 years. The program helps prepare children for kindergarten in a teacher-guided and child-led environment.

Amount Received:
\$28,987.20

Is anyone better off?



71%

of children maintained or improved kindergarten readiness



88%

of children served were racially diverse



5,490

hours of early childhood education were funded

First Chance for Children

Baby Bags

First Chance for Children provides a multi-faceted approach to addressing the needs of children and their families. Baby Bags, one component of this approach, provides education and basic necessities to meet a family's developmental, physical, and mental health needs. The goal is to strengthen families by helping them develop protective factors and providing basic necessities during times in need.

Amount Received:
\$113,806.00

Is anyone better off?



100%

of parents/guardians reported decreased stress after receiving services



100%

of parents/guardians reported having their immediate basic needs met



98%

of parents/guardians increased their knowledge of health and safety issues

First Chance for Children

Baby U

Baby U, one component of First Chance for Children's approach, provides home visiting services for families with infants and young children. The goal is to prepare children to be socially, emotionally, and academically ready for kindergarten. Families are also given information on child development, access to resources, and support for healthy relationships.

Amount Received:
\$203,815.00

Is anyone better off?



88%

of parents/guardians
increased their knowledge
of child development and
behavior



98%

of parents/guardians
made progress on
their self-selected
goals



100%

of parents/guardians
felt equipped to
address postpartum
depression concerns

First Chance for Children

CRIBS (Community Resources, Infant Beds, and Support)

The CRIBS program supports families leaving the hospital by providing basic health and safety items to care for a new baby. A trained counselor offers home visits to help meet developmental, physical, and mental health needs and to encourage a family's participation in longer term home visitation programs.

Amount Received:
\$32,750.00

Is anyone better off?



100%

of children did not die due
to sleep-related death
during their first six months



100%

of parents/guardians
increased their
knowledge of health
and safety issues



100%

of parents/guardians
felt equipped to
address postpartum
depression concerns

First Chance for Children

Lend and Learn Libraries

Lend & Learn Libraries provides a safe location for young children and their families to explore toys that assist in social-emotional, cognitive, motor, and language development. The program also offers events with parent-child activities.

Amount Received:
\$86,500.00

Is anyone better off?



98%

of parents/guardians
improved the effectiveness
of their parenting skills



87%

of parents/guardians
increased their
knowledge of child
development and
behavior



100%

of parents/guardians
felt their child
maintained or improved
kindergarten readiness

“ Lend and Learn Libraries Success Story ”

“One heartwarming success story involves three grandmothers who are providing childcare for their grandchildren. These grandmothers met each other at Lend and Learn, where they initially connected through their shared experience of raising their grandchildren. Since then, they have formed a supportive network, meeting every Friday at Lend and Learn for the children to play together. Afterward, they continue to spend time together by going to lunch, further strengthening their bonds. Both the children and the grandmothers have developed strong, meaningful relationships, creating a sense of community and mutual support. This connection has been invaluable, providing both generations with opportunities for social interaction, emotional support, and enriching experiences. Through this story, it's clear that Lend and Learn not only supports children's development but also fosters vital connections among caregivers, creating a network of care and belonging.”

First Chance for Children



Harrisburg Early Learning Center

School Age and Early Childhood Services

The goal of Harrisburg Early Learning Center is to provide year-round services and affordable care for the children of northern Boone County. These services include social-emotional screenings for the children in the early childhood program, structured before- and after-school programming, and summer enrichment programming for school-aged children.

Amount Received:

\$35,209.58

Is anyone better off?



100%

of children developed positive values, social competencies, and positive identities



100%

of school-aged children increased their academic performance in math, science, language, and/or social studies



80%

of preschool children increased positive social behaviors when interacting with their peers

Mary Lee Johnston Community Learning Center

Johnston Early Learning

Mary Lee Johnston Community Learning Center (MLJCLC) provides its enrolled families with case management and support to access resources. In addition to regular childcare programming, MLJCLC provides a specialized pre-kindergarten class that utilizes the HighScope curriculum and provides assessments to prepare children for kindergarten.

Amount Received:

\$154,964.20

Is anyone better off?



100%

of children met key development indicators



100%

of parents/guardians showed improved levels of stress

Contingency Funding

In 2024, MLJCLC received an additional \$100,000 from the BCCSB to pay early childcare workers with the goal to keep the organization operational. Through other funding sources, the organization's buildings had undergone extensive remodeling to provide a safe environment for children and return to full licensure capacity. The organization had also retrained staff members and restructured programming to deliver high quality childcare. The BCCSB saw the importance of assisting the organization during this time in an effort to retain and improve a vital service for families.

Moberly Area Community College (MACC)

Quality Childcare Initiative at Moberly Area Community College

MACC offers scholarships for childcare providers and high school students to obtain their Child Development Associate (CDA) Credential, a nationally recognized credential in early childhood education. MACC also provides training and coaching in HighScope, an evidence-based curriculum for early childcare providers.

Is anyone better off?

Amount Received:
\$434,003.92



100%

of teachers trained in
HighScope implemented
strategies in the classroom



76%

of early childcare
teachers obtained
their CDA credential



75%

of high school CDA
students entered the
early childhood
education field after
graduation

University of Missouri – Department of Psychiatry

Boone County Early Childhood Coalition (BCECC)

The program organizes a coalition that supports collaboration and capacity building of agencies and early childhood providers. BCECC also provides support to families with children through the Triple P evidence-based intervention model which increases knowledge, skills, and confidence of families to reduce the prevalence of mental health, emotional, and behavioral problems in children.

Is anyone better off?

Amount Received:
\$201,992.52



91%

of parents/guardians
receiving one-on-one
support maintained or
increased the use of positive
parenting strategies



95%

of professionals
increased their
knowledge of Triple P
best practices



94%

of professionals
receiving coaching
services increased their
ability to assist clients

University of Missouri – Department of Psychiatry

Early Childhood Positive Behavior Support (ECPBS)

ECPBS provides training and coaching to early childhood educators to improve the quality of early childhood program environments in Boone County. ECPBS provides coaching using evidence-based practices to increase childcare providers' knowledge and abilities to build relationships with children and families, promote social-emotional development, reduce challenging behaviors, and promote kindergarten readiness.

Is anyone better off?

Amount Received:

\$295,786.04



92%

of parents/guardians
increased confidence in
their parenting skills



96%

of early childhood
teachers achieved their
goals to implement best
practices



72%

of early childhood teachers
increased their knowledge
of best practices

University of Missouri – Division of Pediatrics, Department of Child Health, and UM Health Care

HealthySteps for Young Children

HealthySteps for Young Children connects with families during pediatric well visits as part of the primary care team. They offer screenings, help with complex parenting issues, guidance and referrals, care coordination, and home visits.

Is anyone better off?

Amount Received:

\$158,716.00



86%

of families demonstrated
improvement in
implementing positive
parenting practices



99%

of families reported
benefits from accessing
community resources



75%

of children were on
schedule to attend well-
child checks

School-Based Programs

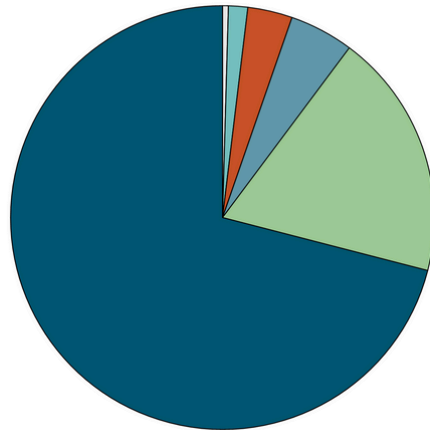
Program services included training for teachers, after-school clubs, capacity building for student education, case management, social-emotional screenings, crisis intervention, and psychiatric services.

10
funded
programs



33,350

individuals were
served through
BCCSD funding



TOTAL PROGRAM FUNDING

- Organizational Capacity Building (<1%)
- Basic Needs (2%)
- Education (3%)
- Social Development & Enrichment (5%)
- Supportive Services (18%)
- Health & Medical (71%)



Recommendation: Increase access to mental health services within schools by expanding the availability of school-based mental health professionals and offering professional development to teachers on supporting student mental health.

The BCCSB provides funding support for mental health professionals and services for ALL Boone County school districts and multiple private schools:

Centralia
Columbia
Hallsville

Harrisburg
Southern Boone
Sturgeon



820

children received
mental health services
within schools



254

school professionals
were trained in best
practices

MU Bridge Program: School-Based Psychiatry Testimonial

"I would like to thank all those who make the MU Bridge program possible. [MU Bridge staff] were both wonderful to work with. [MU Bridge staff] made scheduling appointments super easy and did an excellent job checking up on my daughter's progress and reactions to treatment. [MU Bridge staff] was excellent in making sure we understood treatment options and made sure we were comfortable with my daughter's treatment plan. He was able to put myself and my daughter at ease and helped set realistic expectations. This program has been LIFE CHANGING! Before our first appointment, we were frustrated on a daily basis. Now after just a few short months of the program, we have more days of peace and joy. My daughter is now taking pride in her work and knowing she's been capable of accomplishing hard things, she just needed a little help. We are so proud of her and so grateful for this program."

University of Missouri - Department of Psychiatry
MU Bridge Program: School-Based Psychiatry



Recommendation: Address academic disparities by supporting evidence-based interventions and programs that improve literacy skills and promote academic success.



13,098

hours of school-based outdoor academic enrichment were funded



77,818

screenings or assessments administered to identify risk for behavioral and/or social/emotional concerns

Identifying and addressing behavioral and social/emotional concerns helps youth to remain in school settings for academic success



Recommendation: Promote communication and collaboration between parents, teachers, and school administrators to improve support for student needs.



926

individuals received case management support through school-based programs



1,783

individuals were referred and/or linked to services

Sarah's Success Story

Sarah began school-based therapy in November 2023 due to disengagement in school activities, adjustment difficulties, and attachment challenges, as her primary caregiver is her paternal grandmother. Sarah had been resistant to therapy for eight months, often refusing to speak or participate in activities during sessions. Concerns were raised regarding her ability to form secure attachments with her caregiver, and school administrators noted that she frequently slept through classes and showed little engagement in school.

Through the introduction of sand tray therapy, Sarah has made significant progress in processing family trauma and improving verbal communication. She has also begun actively participating in family therapy sessions alongside her grandmother. As a result, Sarah no longer sleeps through classes but instead advocates for herself by requesting breaks when needed. The school has reported remarkable improvements: Sarah is now passing her classes, forming healthy and appropriate friendships, and engaging meaningfully in therapy. In fact, she is so involved in her sessions that they often run longer than scheduled. Sarah's journey highlights the profound impact of personalized, consistent therapeutic support.

Compass Health, Inc.
School-Based Clinical Program

Central Missouri Community Action

BRIDGE

BRIDGE supports families experiencing poverty who have children in the first few years of elementary school by working in collaboration with the child's teacher. The program helps build social-emotional skills within children and build resiliency in both children and families. BRIDGE also provides training to teachers to understand the impact poverty has on child development and learning.

Amount Received:
\$421,305.33

Is anyone better off?



92%

of children had Child Success Plans developed to support their academic performance



87%

of children maintained or improved their age-appropriate social competencies



100%

of teachers increased their knowledge in topics related to poverty and child development

Columbia Center for Urban Agriculture

Farm to School

The Farm to School program provides nutrition- and garden-based education to eight Columbia elementary schools with high rates of children participating in free and reduced price lunches. All Columbia Public Schools third graders participate in an annual farm field trip.

Amount Received:
\$155,201.82

Is anyone better off?



76%

of third and fifth grade students increased positive attitudes toward eating fruits and vegetables



86%

of teachers reported positive behaviors from third and fifth grade students during Farm to School programming



84%

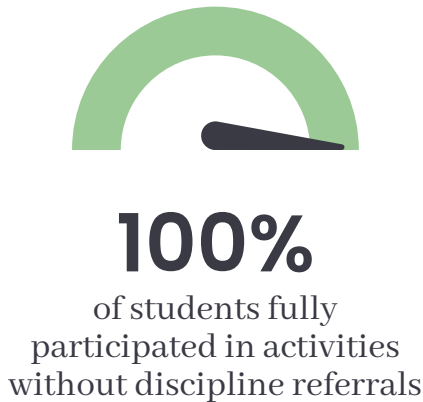
of participants attending one lesson increased positive attitudes toward eating fruits and vegetables at home

Columbia School District 93

Boone County Nature School

The Boone County Nature School provides an immersive experience to connect students with their local ecosystem. Funding from the BCCSF supports an educator from Columbia Public Schools to provide programming to fifth grade students. All Boone County students are able to attend programming offered at the Nature School.

Is anyone better off?



Official ribbon cutting of the Boone County Nature School was held on August 23, 2024

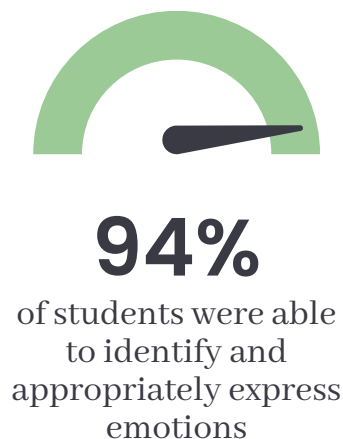
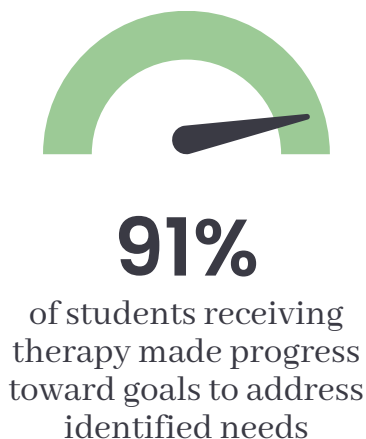
Amount Received:
\$66,382.28

Compass Health, Inc.

School-Based Clinical Program

Compass Health provides therapeutic interventions within schools to help close the gap between schools, families, and mental health services for youth. Compass Health also provides education to school staff, consultations with teachers and school counselors, and coordination of care and resources.

Is anyone better off?



Amount Received:
\$217,131.50

Connections to Success, Inc.

Project START (Services and Training Advancing Resilient Teens)

Amount Received:
\$7,162.92

Project START provides personal and professional development to youth within a school setting. The program also provides wraparound services to support youth as they strive to complete their education, secure meaningful employment, and reduce interactions with law enforcement. The goal is for youth to reach their full potential and personal goals.

Is anyone better off?



100%

of individuals improved
conflict resolution and
communication skills



100%

of individuals
experienced a greater
sense of self-worth



91%

of individuals reduced
delinquency or criminal
justice involvement

Powerhouse Community Development Corporation

Healthy Choices

Amount Received:
\$250,879.72

Healthy Choices provides in-school programming for youth that focuses on life skills, leadership development, and employment preparation. Parents/guardians can also participate in Parent Cafes to help access resources and reduce stress. The goal of the program is to help youth develop positive values, social competencies, and identities.

Is anyone better off?



83%

of youth improved or
maintained positive
relationships with peers



97%

of individuals made
progress on their goals



89%

of parents/guardians
participating in Parent
Cafes gained positive
parenting skills

The Food Bank for Central and Northeast Missouri, Inc.

Buddy Pack Program

The Buddy Pack Program provides weekend meals for children experiencing food insecurity. Buddy Packs are distributed in schools each Friday and before school holidays throughout the school year.

Amount Received:
\$51,382.50

Is anyone better off?



100%

of Buddy Packs distributed contained foods that met Feeding America's best practices for nutritional content



68%

of parents/guardians completing a survey reported Buddy Packs helped meet their basic needs



1,091

Boone County children participated in the Buddy Pack Program

Healthy Choices Success Story

"There was a mother of three that attended our positive parenting educational program. During the course of the program, she confided that she was a victim of domestic violence and wanted to get out of the traumatizing and abusive relationship. The [Powerhouse] staff were able to connect her to True North and our counselor provided counseling for her and the family. She became strong enough to advocate for herself and filed to have a restraining order in place. Today she has her life back and is raising her kids in safe and healthy environment."

Powerhouse Community Development Corporation
Healthy Choices

BRIDGE Success Story

"A family was able to use BRIDGE supports to be held accountable in their goals and work towards their success as a family. The family attended financial workshops and was able to have 1 on 1 sessions with ProsperU to work on their budget and savings to work towards a safe, healthy and energy efficient home. Previously they owned a mobile home unit and at times dealt with high energy costs, sometimes being cold in winter, hot in the summer due to insulation, etc. The family worked closely with the BRIDGE family success coach through the changes and obstacles to stay on track with their goal of owning their own home and not having to worry as much about things like insulation."

Central Missouri Community Action
BRIDGE

The Food Bank for Central and Northeast Missouri, Inc.

School Pantries Program

The School Pantries Program provides a discrete way for middle and high school students experiencing food insecurity to access supplemental food. Pantries are located on school grounds to allow for a more readily accessible food source for students and their families.

Is anyone better off?

Amount Received:
\$24,999.84



86%

of participants
reported accessing the
School Pantry helped
meet their basic needs



53%

of food distributed met
Feeding America's best
practices for nutritional
content



1,392

Boone County
children utilized
their school pantry

University of Missouri – Department of Psychiatry

MU Bridge Program: School-Based Psychiatry

The MU Bridge Program provides school-based psychiatric services and nurse case management for Boone County children and adolescents who need psychiatry services. The goal of the program is to decrease the wait time for school-aged children to access psychiatry services.

Is anyone better off?

Amount Received:
\$724,308.04



71%

of children participating in
the MU Bridge Program
demonstrated improvement
in mood and/or attention,
behavior, and activity level



72%

of teachers with
students participating
in the MU Bridge
Program reported
improved classroom
behavior



99%

of children transitioned
to established ongoing
care

Family Access Center of Excellence (FACE)

Amount Received:

\$3,255,418.59

- FACE was established to meet the mental health needs of all children, youth, and their families in Boone County and promote access to resources.
- FACE is a unique partnership between community and school partners.
- Programming is influenced by the FACE Board of Representatives, which includes Boone County representatives across different sectors (schools, law enforcement, court services, faith-based community, disability services, pediatrician/family practitioner, early childhood, etc.).

School-Based Services

- Regional Coordinators are assigned to all Boone County schools, including private/parochial schools, and provide services which include:
 - Administering early identification checklists to all students.
 - Providing multi-level interventions based on needs identified by the checklists.
 - Participating in problem-solving teams with school personnel.
 - Providing professional development for school personnel.
 - Offering group and individual supports (therapy, case management, etc.).
- Family Intervention Specialists are in all rural school districts and select Columbia Public School elementary schools and provide services which include:
 - Supporting de-escalation of behavior in schools.
 - Assisting families in completing a needs-based assessment and creating an action plan to address top concerns.
 - Providing intensive therapeutic case management across systems for families.
 - Completing suicide risk assessments and safety plans with youth and their families, when needed.

Is anyone better off?



22,465

students received an early identification checklist



100%

of schools implemented one or more evidence-based interventions



77%

of students receiving crisis services decreased severity of top problems

Community-Based Services

- FACE Community-Based Services staff provide services which include:
 - Supporting families in completing a needs-based assessment and assisting families in creating an action plan to address top areas of concern.
 - Assisting families with accessing community-based resources to meet their needs.
 - Completing suicide risk assessments and safety plans with youth and their families, when needed.
 - Therapy Access Program (TAP), which provides access to more immediate, brief support for Boone County children, youth, and families for up to ten free therapy sessions to address mental health concerns. Families can be referred to TAP through the Community-Based Services side of FACE.

Is anyone better off?



62%

of individuals decreased severity of top problems



77%

of individuals engaged with outside providers



100%

of individuals referred from the juvenile justice system decreased severity of top problems

Youth & Family Support Programs

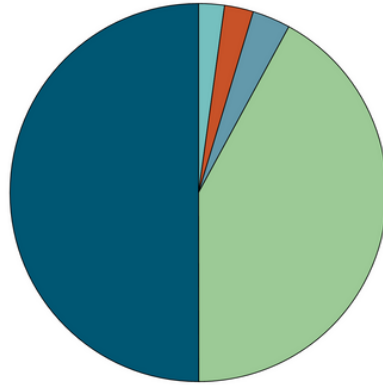
Programs are designed to strengthen the family, improve parenting practices, and support healthy development for children.

14
funded
programs



2,620

individuals were
served through
BCCSD funding



TOTAL PROGRAM FUNDING

- Education (2%)
- Organizational Capacity Building (3%)
- Health & Medical (3%)
- Supportive Services (42%)
- Social Development & Enrichment (50%)



Recommendation: Promote parent engagement and support by increasing funding for parenting education programs, particularly for low-income and underserved families.



839

individuals participated in family
development and parenting skills
education services



10,101

hours of case
management funded to
support families

Lisa's Success Story

"Lisa and her son, Ben, had been staying in a local shelter. Lisa was desperately trying to finish nursing school to stabilize her family but was running into obstacles. The hours for her practicum rotation did not align with the hours her son was attending daycare. She needed help with her son but had no one to turn to for support. This is where Safe Families stepped in. When Lisa reached out for help, she was stressed with the demands of her nursing school schedule and the thought of not being able to complete her degree. This also added extra stress on her as a parent.

With the support of a Safe Families Host Family, Lisa was able to continue to pursue her dream of becoming a nurse and complete her nursing degree. She also was able to work on coping skills to reduce stress and work on parenting skills to further connect with her son. It was such an honor and privilege for the Safe Families volunteer family and staff to be able to support Lisa during her graduation and celebrate this monumental event with her. As a result of this achievement, Lisa will be able to move forward in stabilizing her family."

Bethany Christian Services of Missouri
Safe Families for Children



Recommendation: Strengthen efforts to address racial disparities in the juvenile justice system and maternal and child health outcomes.



55%

of individuals participating in Youth and Family Support Programming were racially diverse



439

individuals developed positive values, social competencies, and positive identities



Recommendation: Support volunteer recruitment and retention initiatives to ensure program sustainability.



141

volunteers were trained to support funded organizations



248

individuals in Boone County were trained to become foster and/or adoptive parents

Moving Ahead After School & Summer Program Success Story

“A nine-year-old girl joined the Moving Ahead Program and had recently immigrated from Egypt and was struggling to adjust. The transition to a new country, culture, and school had left her overwhelmed, and as a result, she became non-verbal. She avoided interactions, rarely made eye contact, and struggled to communicate her needs. From the moment she entered the program, staff recognized the challenges she faced. Rather than pressuring her to speak, they focused on building trust through consistent routines, structured activities, and a supportive environment. They engaged her in nonverbal ways, offering choices, encouraging participation through art and play, and ensuring she felt safe.

Over time, small breakthroughs began to emerge. She started responding with gestures, and eventually, single words. As the weeks passed, she became more engaged. She started interacting with peers, asking for help when needed, and expressing her thoughts more openly. By the end of the school year, she was participating full, even laughing, contributing to group discussions, and forming friendships.

This transformation highlights the impact of Moving Ahead in creating a space where children feel seen, supported, and empowered. Through patience, encouragement, and a trauma-informed approach, the program helped her find her voice and confidence in a new environment.”

Bethany Christian Services of Missouri

Safe Families for Children

Bethany Christian Services of Missouri provides respite services to families during a crisis to help prevent children from entering the foster care system. Case managers assist families in developing and implementing a plan to improve the situation and reduce risk factors of abuse and neglect.

Amount Received:
\$22,759.50

Is anyone better off?



100%

of children remained
free from child abuse
and neglect



96%

of children demonstrated
improved quality of the
relationship with their
parent/guardian



100%

of families developed
a plan to meet their
goals

Big Brothers Big Sisters (BBBS) of Central Missouri

One-on-One Mentoring with Big Brothers Big Sisters

Children participating in the program are matched with mentors who offer social, emotional, and academic support. The goal is to develop positive relationships that create a lasting effect on the lives of youth.

Amount Received:
\$63,101.13

Is anyone better off?



83%

of youth answered "yes" or
"definitely yes" to questions
about finishing high school



90%

of youth answered
"mostly true" or "true"
that school is
important to them



93%

of youth indicated they
had not been truant in
the past 12 months

Boys and Girls Club of Columbia Area

Great Futures Start Here

Boys and Girls Club provides after-school and summer programming designed to empower youth to excel in school, become good citizens, and lead healthy, productive lives.

Is anyone better off?

Amount Received:

\$191,347.81



78%

of individuals made progress toward building healthy relationships with others



79%

of individuals fostered attitudes and skills aligning with healthy decision making



76%

of individuals participated in problem solving behaviors

Catholic Charities of Central and Northern Missouri (CCCNMO)

Refugee Youth Mentoring and Academic Support Program

CCCNMO provides a weekly after-school youth program for refugee youth K-8 in partnership with the St. Thomas More Newman Center. The program provides mentoring and academic support for youth and coordinates programming between families and teachers. The goal is to enhance refugee youth's educational and social development and strengthen families.

Is anyone better off?

Amount Received:

\$37,486.67



90%

of youth maintained or increased their capacity to accomplish personal goals, have a positive outlook, and access social support



100%

of youth reported making a new friend by the end of the program



100%

of youth maintained or improved their academic performance

Central Missouri Foster Care and Adoption Association (CMFCAA)

Family Crisis Stabilization Program

CMFCAA provides training and support services to help increase and maintain the number of licensed foster, adoptive, relative, and kinship families in Boone County.

Is anyone better off?

Amount Received:
\$29,965.61



96%

of participants became
licensed foster parents



95%

of participants became
adoptive parents



100%

of participants increased
their knowledge of best
practices

Central Missouri Foster Care and Adoption Association (CMFCAA)

Odyssey Respite Program

The Odyssey Respite Program provides events for children and youth who are in foster care or waiting to be adopted. The goal of the program is to decrease family stress, increase social skills, and strengthen relationships.

Is anyone better off?

Amount Received:
\$13,980.16



100%

of parents/guardians
reported respite
events enhance their
emotional wellbeing



100%

of youth reported
making a positive
connection with a peer



100%

of parents/guardians
reported respite events
made a difference in
keeping their foster,
adoptive, and/or kinship
placement stable

CHA Low-Income Services, Inc.

Healthy Home Connections

The program provides case management and family development events for families receiving housing assistance from the Columbia Housing Authority (CHA). The goal is to help families make progress on goals and maintain housing stability.

Amount Received:
\$152,916.27

Is anyone better off?



99%

of families maintained
their housing



90%

of families made
progress and
reached their goals



51%

of families increased
their income or
secured a job

CHA Low-Income Services, Inc.

Moving Ahead After-School and Summer Program (MAP)

MAP provides education enrichment for children and youth of families who receive housing assistance from the CHA. The BCCSF supports out-of-school programming for youth and support services for their families.

Amount Received:
\$130,660.00

Is anyone better off?



80%

of students scored medium
to high on reading efficacy



98%

of students were
optimistic about their
future



99%

of participants reported
having healthy
relationships with
family
members/caregivers

Cor Columbia

Cor Columbia

Cor holistically serves male student athletes, working to transform futures by providing access to opportunities and resources students need to succeed. The goal of the program is to use academics, relationships, and life skills to help students create a pathway to a post-secondary plan following high school.

Amount Received:

\$193,525.16

Is anyone better off?



96%

of students were on track to graduate



88%

of seniors established post-secondary plans



100%

of youth reported having a supportive adult in their life

Cor Columbia Success Story

"We had a great group of 2024 graduates, however one Battle student stood out both in and out of the classroom. This student earned a 4.4 GPA at the completion of high school, excelling in classes like AP Statistics, AP Psychology, AP Government, AP World, and Calculus. He also earned credits at the Columbia Career Center through Marketing, Engineering and Entrepreneurship courses. This was all completed while he was captain of the football team, a DECA National Qualifier, and while working 20 part time hours of work a week. Additionally, he volunteered as a "Battle Buddy," led a 5th grade boys bible study, coached a 3rd grade Columbia Youth Basketball Association team, and participated in a mission trip to Guatemala with Cor.

Upon graduation, he participated in the Flourish Internship through Veterans United, and earned \$44,000 in academic scholarships. He accepted an offer to play Division 2 football at Truman State University, where he recently completed his first semester in college with all A's, being recognized on the "President's List" for the University."

Cor Columbia
Cor Columbia

Boys and Girls Club Success Story

One young member has been attending Club for two years, but would often have days that they would exhibit unsafe behaviors, or have a difficult time integrating into group programming. By working closely with the child's family, our staff, and school educators, we created a solid behavior plan to support the child as they transitioned from school, to Club, to home. By providing consistency and support on all of these levels, the child is now thriving in our out of school programming! They enjoy coming to the Club and are socially engaging with others, participating in academic enrichment, and having fun!

A teen member recently shared that they are very thankful for our teen program staff, this member feels like our staff help to fill the gap as a strong male role model or "fatherly figure" in their life. This type of mentorship is invaluable as our teen members are navigating so many challenges each day, but knowing they have a consistent caring adult in their lives can make a difference!

Boys and Girls Club of Columbia Area
Great Futures Start Here

Coyote Hill

Family Enrichment Program

Coyote Hill provides supervised visits for a child and their biological family while they are separated. The goal is to offer a safe environment to help the family bond. Coyote Hill also provides training to create more licensed foster homes and provide ongoing support to foster families.

Amount Received:

\$171,250.37

Is anyone better off?



86%

of biological families made progress on achieving/maintaining permanency by attending supervised visits



86%

of biological parents gained positive parenting skills



94%

of foster, adoptive, and/or kinship families reported services helped keep placement stable

Fun City Youth Academy

Fun City Youth Academy

Fun City Youth Academy provides out-of-school programming and academic instruction. The goal is to help students perform at grade-level proficiency in reading and math. The program also supports mental health and positive self-image.

Amount Received:

\$97,271.96

Is anyone better off?



72%

of students maintained or increased their educational performance in reading



70%

of students maintained or increased their educational performance in math



86%

of students demonstrated an increase in their self-esteem and positive self-image

Heart of Missouri CASA

CASA Child Advocacy

Heart of Missouri CASA provides child advocacy services for children involved in abuse and neglect court cases. Services are provided by trained volunteers to help find safe, permanent homes for children who have been abused or neglected.

Is anyone better off?

Amount Received:

\$209,997.75



92%

of children with a
CASA volunteer
achieved a permanent
outcome upon case
closure



96%

of the CASA
volunteers'
recommendations
were accepted by the
family court judge



98%

of children with a CASA
volunteer remained free
from re-abuse while in
foster care

Rainbow House

Children's Emergency Shelter

The Children's Emergency Shelter provides respite care and emergency shelter services for children. By providing a safe place for children during times of crisis, the Shelter's services often prevent situations of abuse or neglect. Rainbow House also provides parenting skills education to at-risk parents and families to diminish child abuse and neglect.

Amount Received:

\$9,159.25

Rainbow House closed unexpectedly due to concerns of financial mismanagement and the departure of the executive director. The BCCSD discovered issues with the organization during interim reporting and asked for back up documentation for services invoiced in 2024. Unpaid invoices were paused until adequate documentation could be provided. Due to significant staff turnover and the organization closing, adequate documentation was unable to be provided for services rendered.

The BCCSF provided funding through its Contingency Fund to Missouri Network of Child Advocacy Centers, Inc. to establish the Child Advocacy Center of Central Missouri in Boone County after the sudden closing of Rainbow House. More information can be found on page 53.



University of Missouri – Department of Occupational Therapy

Amount Received:

\$45,181.12

SWIM: Swimming and Water Instructions Modifications

The goal of the SWIM Program is to increase understanding of water safety, provide opportunities for participation in community-based recreational programming, and improve access to age-appropriate physical activity for children with autism spectrum disorders.

Is anyone better off?



81%

of children increased their swimming skills



84%

of parents learned new strategies for water safety and drowning prevention

Liam, Ben, and Noah's Success Story

"Liam, Ben, and Noah had been in foster care for four years when volunteer advocate, Mark, was assigned to their case three years ago. Many thought the oldest brother would stay in residential care until he aged out of the system, but Mark didn't agree. Their case was complicated to say the least, but Mark's commitment to these three boys kept him going, even when there seemed to be no resolution in sight. Month after month he drove three hours to see the younger brothers out of state and two hours to see the oldest brother in a residential facility each month.

'While driving 300 miles to see these young men and visit for an hour or two, thoughts entered my mind that made me rethink my commitment, but those very thoughts spurred me on,' Mark said. 'I honestly felt that if I didn't care, who would? I'm always left with that inexplicable feeling of love and satisfaction from knowing that their lives were brightened just a little by my contact with them, and I look forward to my next visit or call.'

Mark was instrumental in making sure sibling visits happened and he advocated for Liam to be moved out of residential care. His persistence and care paid off. A year ago, Liam was approved to move to his grandparents' home where he now gets to see his brothers every day. He is with family and no longer at risk of aging out of the system. He is home at last.

Liam recently turned 16 and is thriving in a life many thought would be impossible for him. He's excelling in school, forming meaningful friendships, and, for the first time in years, living with hope for his future. He even fulfilled a lifelong dream over the last year—adopting his very own dog and cat.

Liam's transformation didn't just happen. It's the direct result of Mark's persistence and compassion. A single advocate stood by his side, ensuring he didn't slip through the cracks of a broken system. Now, Liam, Ben, and Noah are on the verge of something even greater: they're awaiting their adoption day. They are about to step into a bright new chapter, surrounded by the love and stability they've always deserved—together, as a family."

Heart of Missouri CASA
CASA Child Advocacy

Treatment Programs

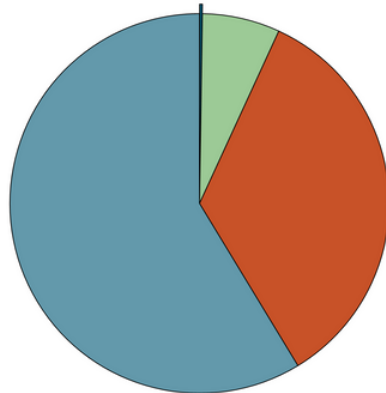
Programs provide physical and mental health treatment to children, youth, parents, families, and adults.

6
funded
programs



791

individuals were
served through
BCCSD funding



TOTAL PROGRAM FUNDING

- Community Advancement (<1%)
- Organizational Capacity Building (7%)
- Supportive Services (34%)
- Health & Medical (59%)



Recommendation: Increase access to mental health services by investing in recruitment and retention of mental health providers, especially child psychiatrists.



100%

of mental health providers who received
coaching improved their overall service
delivery and decreased their risk for burnout



309

mental health providers
were trained in evidence-
based and/or best practices

HOPE: Healing - Opportunity - Prevention - Education Success Story

“A single mother of three, was overwhelmed with financial stress, behavioral challenges from her youngest son, and a recent eviction that left them living with relatives. The tension in the household grew daily, and the mother expressed she felt like she was running out of options.

When the mother connected with the HOPE program, things slowly began to change. The case manager helped her apply for housing assistance, assisted with completing job applications, and guided her in accessing food resources. At the same time, the family began therapy, where the mother learned new parenting techniques to manage her son's emotional outbursts. Through therapy, her children also received support to process their own stress and adjust to their changing circumstances.

With consistent support, the mother found stable housing, secured employment, and felt more confident in managing her family's challenges. Her son's behavior improved, and their home life became calmer. The combination of case management and therapy gave the family not just immediate relief, but long-term stability, proving that with the right support, families can overcome obstacles and thrive.”

KVC Behavioral Healthcare Missouri
HOPE: Healing - Opportunity - Prevention - Education



Recommendation: Reduce systemic barriers to treatment by advocating for policies that expand access to affordable health insurance and simplify Medicaid billing procedures.

The BCCSB has invested in multiple therapeutic programs that deliver services that are not eligible for insurance and/or Medicaid reimbursement. Funding has allowed families to access free or affordable mental health care services.

\$57,263

was utilized for medical financial assistance to reduce financial barriers for families



Recommendation: Address racial barriers in mental health and substance abuse treatment through targeted interventions and culturally competent service delivery.

38%

of individuals participating in Treatment Programming were racially diverse

REACH UP is a racial healing support group for youth offered by MU Psychological Services Clinic. One participant said, “I know how to view and deal with certain situations, and I now know that its not just me dealing with these things.”

Jordan's Success Story

“When I first found out my son, was going to live with me full-time, I felt completely unprepared. His mom had lost custody due to circumstances, and while I loved my son, I didn't know the first thing about being the parent he needed. We were both carrying so much pain and anger, and to be honest, I wasn't even sure I wanted to participate in Child-Parent Psychotherapy (CPP). But it turned out to be a very good decision.

At the beginning, I didn't know how to talk to my son about what had happened. I was angry at his mom, frustrated with the system, and overwhelmed by the responsibility suddenly on my shoulders. My son was just five years old, was acting out in ways I didn't understand. He'd throw tantrums over small things, wake up crying from nightmares, and sometimes completely shut me out. I thought, 'How can I help him when I can't even help myself?'

Our therapist was patient with both of us. She explained that CPP wasn't about fixing one of us—it was about helping us heal together. At first, I sat through the sessions because I felt like I had to, but slowly, I started to see the value. We used toys, drawings, and storytelling to help my son express himself in ways he couldn't with words alone. For the first time, I really started to understand how scared and hurt he was. The therapist gently challenged me to reflect on my own feelings and actions. She helped me see that my anger and avoidance were affecting my son. I'd grown up thinking that showing emotion was a weakness, but I realized that bottling everything up wasn't helping either of us.

I started to open up, not just in the sessions, but at home too. I started my own therapy, something I never thought I'd do. I'm working on unpacking my anger and learning how to communicate better. I began taking accountability for my actions, even when it was uncomfortable. I tell my son things like, 'I'm sorry I raised my voice earlier. I was frustrated, but that's not your fault.' Little by little, he is starting to open up more and his behaviors are more typical. CPP didn't just help my son—it helped me become a better dad. It gave us skills and a place to go to practice them. I'm so grateful I took that first step, even when I didn't think I could. It changed everything for us.”

University of Missouri - Department of Psychiatry
Child Parent Psychotherapy

HeartSpace Clinic

Safe and Sound Protocol

The Safe and Sound Protocol is an evidence-based listening therapy designed to reduce sound sensitivities. The program serves children and adults, with benefits for individuals with trauma, anxiety, and sensory processing difficulties.

Is anyone better off?

Amount Received:

\$150,120.00



92%

of parents implementing nervous system-informed parenting strategies noticed an improvement in their child(ren)



67%

of participants age six and older decreased trauma symptoms



65%

of participants age six and older decreased anxiety symptoms

KVC Behavioral Healthcare Missouri

HOPE: Healing - Opportunity - Prevention – Education

HOPE provides prevention services for at-risk Boone County children and families prior to abuse, neglect, and/or traumatizing removal of a child from their home. The program provides home visiting and therapeutic services with the goal of preventing child abuse and neglect, improving parent-child relationships, and reducing the risk of out-of-home placement.

Is anyone better off?

Amount Received:

\$135,295.17



86%

of individuals experienced a reduction in negative mental health symptoms



83%

of families showed reduction of risk for abuse and neglect



92%

of children reported an improved relationship with their family

Lutheran Family and Children's Services of Missouri

Mental Health Counseling and Parenting Program

The Mental Health Counseling program provides evidence-based counseling to parents, children, and families. Many clients also are involved in the Parenting Program which provides case management, home visiting, and supportive counseling for women who are pregnant or parents of young children.

Amount Received:

\$458,364.29

Is anyone better off?



81%

of adults decreased or maintained depression symptoms



100%

of children maintained or improved relationships with their family members



83%

of individuals made progress toward reducing risk factors for child abuse and neglect

Mental Health Counseling and Parenting Program Success Story

"LFCS provided in-home counseling to a new mother who was experiencing increased anxiety and depression symptoms following the birth of her first child. Her husband stayed home with her and their child for a week but then he returned to work while she took maternity leave to stay home their baby. Their families lived over an hour away, so this new mother did not have any local support as she adjusted to the demands of motherhood. She was exhausted due to a lack of sleep and often went most of the day without eating. She was breastfeeding her baby, so the lack of sleep and nutrition negatively impacted her milk supply, which added to her stress and feelings of inadequacy. She loved her baby, very much, and wanted all the best for her but at the same time grieved her pre-baby life when her time was not taken up by caring for a baby on a 24/7 basis. In addition, she felt hurt and angry at her husband's lack of initiative in helping her after he got off work.

It was through your generous support that the LFCS therapist was able to provide weekly, in-home counseling so that the client did not have to leave the house with her infant. The therapist provided empathy and supportive listening. The therapist validated client's feelings about this life changing event, and normalized her experience, explaining that the early days are the most challenging but that things would get easier as her baby developed. They worked to find ways to make time for self-care, such as identifying healthy snacks and easy meals so that she could eat more regularly. The therapist taught her positive coping strategies as well as how to assertively ask her husband for the specific help that she needed. As her baby grew and became more interactive, this client's confidence and enjoyment of her baby grew along with her. As her child approached her first birthday, the client was already starting to talk about when she and her husband would start trying to have a second."

Lutheran Family and Children's Services of Missouri
Mental Health Counseling and Parenting Program

University of Missouri – Department of Psychiatry

Child Parent Psychotherapy (CPP)

The primary goal of CPP is to support and strengthen the relationship between a child and their caregiver after a traumatic event has taken place. CPP is used as a vehicle for restoring the child's cognitive, behavioral, and social functioning through therapeutic treatment and focuses on the caregiver-child relationship.

Is anyone better off?



93%

of children had a reduction in emotional and behavioral difficulties



90%

of caregivers will have a reduction in depressive symptoms



83%

of individuals developed and made progress toward goals to address identified needs

Amount Received:

\$126,280.96

University of Missouri – Psychological Services Clinic

MU Psychological Services Clinic, Center for Evidence-Based Youth Mental Health

The program provides evidence-based assessment and treatment for children, adolescents, and their families for a variety of emotional and behavioral difficulties. Training and workshops on evidence-based practices are also offered to community mental health providers.

Is anyone better off?



91%

of individuals showed improvements in symptoms, emotions, and behaviors



62%

of individuals showed improvement in adaptive functioning



70%

of individuals showed improvement in caregiver-reported symptoms

Amount Received:

\$203,004.00

Program Participant Quotes

"I do not know where we would be if we did not participate in MST. My teenager was skipping school all the time. My youngest child was being disruptive in school and getting kicked out weekly. Now, my husband and I are on the same page, we do things together and the kids are no longer able to parent shop. We have control of our home and the chaos is gone. When issues come up we have a plan and practiced so much in family therapy that it now comes naturally."

University of Missouri - Psychological Services Clinic
MU PSC-Heriford House Stronger Youth Project

"Thank you for offering this training. It really helps to have the information and handouts presented so well. It not only builds my skills but reinforces what I know so I may help my clients better."

University of Missouri - Psychological Services Clinic
MU Psychological Services Clinic Center for Evidence-Based Youth Mental Health

"Safe and Sound Protocol (SSP) changed my daughter's life! Prior to SSP, she experienced debilitating pain every day. We went to various doctors, specialists, completed numerous rounds of physical therapy, worked with pain teams, tried many different types of medications and even traveled out of town to try to get help and relief from the pain. Nothing seemed to help, nothing worked, she remained in pain. She would scream and cry herself to sleep every night, missed a lot of school, and grades and learning were negatively impacted. She was miserable and unable to do anything other than try to make it through the school day. We met [HeartSpace Staff], participated in SSP, and it literally changed my daughter's life and my life. My daughter began to experience improved mood, reduced reports of pain, and other benefits. As a result, she began to socialize more, began to play and love sports, sleep improved, and general day-to-day functioning became easier. She still has pain, but the impact is much less and she is able to live a fairly normal life. She learned coping skills and is able to access those when she needs to. She finally felt validated and advocated for..."

HeartSpace Clinic
Safe and Sound Protocol

University of Missouri – Psychological Services Clinic

MU PSC-Heriford House Stronger Youth Project: Using Evidence-Based and Culturally-Informed Intervention to Improve Outcomes for Justice-Involved and At-Risk Youth

Amount Received:
\$423,617.11

The program joins the expertise of the MU Psychological Services Clinic (PSC) and The Heriford House to provide evidence-based interventions to youth with or at imminent risk for involvement with the juvenile justice system. The interventions include Multi-systemic Family Therapy (MST) and a Racial Healing therapy group.

Is anyone better off?



61%

of individuals showed improvements in mental health conditions



67%

of individuals improved involvement with personal and property crimes



76%

of individuals showed improvement in problem behavior

Community Support & Basic Needs Programs

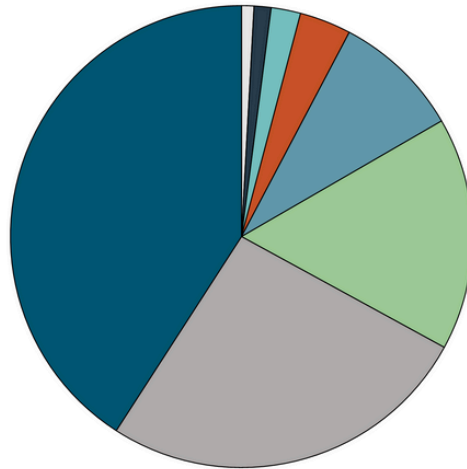
Programs included provision of basic needs, vocational training, emergency shelter, health education, and services to support independent living for seniors.

13
funded
programs



23,758

individuals were
served through
BCCSD funding



TOTAL PROGRAM FUNDING

- Social Development & Enrichment (<1%)
- Organizational Capacity Building (1%)
- Housing (2%)
- Community Advancement (4%)
- Education (9%)
- Income Support and Employment (16%)
- Supportive Services (26%)
- Basic Needs (41%)



Recommendation: Increase access to mental health services by supporting recruitment and training of a diverse workforce, particularly for rural areas.



121

individuals increased their
vocational and job readiness skills



42%

of participants in job development
programs were racially diverse

Amelia's Success Story

"From the moment Amelia walked through the doors at Job Point, she was ready to go. A stark contrast to some of her other classmates, Amelia was enthusiastic to learn and grow. She's always eager to learn new skills and try things out," her Construction Instructor said. "She's been one of our best students this cohort because she listens and takes it all seriously." Amelia had a hard time in public school. She says she didn't want to go to school every day, and found herself hoping for more when someone told her about Job Point.

When she came she says she felt more welcome and appreciated. "They gave me a reason to go to school every day," she said. "Everyone is so helpful and kind. I've met a lot of really cool people." As Amelia wraps up her studies and prepares to graduate, she says she is looking forward to attending State Technical College to study automotive, welding and business.

"I want to open my own automotive repair shop here in Columbia someday," she said. With ambition, determination and a new-found love of learning, we know Amelia is going to continue to put in the work to achieve her dreams.

Job Point
Columbia Builds Youth



Recommendation: Provide targeted funding to support low-income families at risk for homelessness, focusing on housing assistance, emergency shelter services, and homelessness prevention.



914

individuals were supported through case management to secure housing



627

Boone County residents received safe shelter while fleeing domestic and/or sexual violence

Lisa's Success Story

"Lisa and her seven children have not had a stable living environment for 16 years, experiencing evictions and homelessness several times, and came to Columbia hoping for a fresh start. They moved into a hotel but were unable to continue the cost and her family was too large for a room at the shelter. Love Columbia assisted with hotel stays for four months until she was offered a housing voucher. Lisa was approved for a home; however, her rental situation was less than ideal that year. Sewage backed up in the basement on a couple occasions, and her hot water heater went out in March and was not repaired until August. When Lisa completed maintenance requests, her landlord threatened to terminate her lease. She fixed some things on her own and lived with some of the issues so they wouldn't be forced to leave.

The home failed the recertification inspection, and her landlord refused to make the required repairs. Lisa panicked, as she feared becoming homeless once again. She worked with our housing coaches to overcome barriers that included a low credit score, recent evictions and the need for a four-bedroom unit, which represented only 2% of available properties. With only a few days left to stay in her current housing, Love Columbia moved Lisa into a Love Forward Home and provided wrap around support until she was able to secure suitable housing with her voucher.

Lisa has a disability that has hindered her from keeping steady work, however, while busy trying to secure housing, she also obtained a better job. Lisa has been taking college classes to improve her employment opportunities. She will graduate with a business degree in spring 2025 and plans to continue working towards her RN degree. Now that all of Lisa and her family's basic needs are met, she has space to think about their future. She plans to work with a Love Columbia coach to improve her credit, with the hope of purchasing her own home in a couple of years."

*Love Columbia
Path Forward*

Columbia Center for Urban Agriculture (CCUA)

Doctor's Orders: Produce Prescription Program

People with low income who are at risk for or currently have diet-related chronic diseases can receive a six-month "prescription" for fruits and vegetables at the Columbia Farmers Market. The goal is to reduce health care use and expenses by increasing fruit and vegetable consumption and food security.

Amount Received:

\$98,128.95

Is anyone better off?



99%

of individuals using their produce prescription reported an improvement in their health or their family's health



99%

of individuals reported being better able to afford fresh fruits and vegetables



98%

of individuals reported an increase in their fruit and vegetable consumption

Columbia Center for Urban Agriculture (CCUA)

Opportunity Gardens

CCUA teaches low-income families how to grow their own produce and how to prepare healthy meals through the Opportunity Gardens program.

Amount Received:

\$83,143.12

Is anyone better off?



80%

of individuals reported they always eat the food grown in their garden



93%

of individuals reported they spent less money on food because they eat from their garden



83%

of individuals reported achieving one of their self-identified goals

Columbia Farmers Market

Access to Healthy Food

The program provides a financial match for SNAP and WIC participants at the Columbia Farmers Market. The goal of the program is for individuals to experience lower rates of stress related to food insecurity and for one or more family members to experience positive changes in health status attributed to their access to fresh, local products from the market.

Amount Received:

\$78,605.00

Is anyone better off?



78%

of survey respondents reported a reduction in stress levels after enrolling in the program



76%

of survey respondents reported a positive change in health for at least one family member



91%

of survey respondents reported an improvement in having their basic needs met

Fostering Life-Changing Opportunities (Flourish)

Flourish Prep Internship Program

The program offers paid internships at Veterans United that include professional development and supportive services. Funding from the BCCSF supports case management offered to interns and hosts safe community events for youth. The goal is to improve economic and social mobility for marginalized youth.

Amount Received:

\$80,058.92

Is anyone better off?



100%

of interns obtained part-time employment or connected to a post-secondary education opportunity



100%

of interns who had an emergency or basic need arise during the program did not let it deter them from completing the program



79%

of interns increased their interviewing skills

Job Point

AmeriCorps

Amount Received:

\$103,238.59

The program provides academic instruction for participants to take the High School Equivalency Test (HiSET). The goal is to support young adults in obtaining a high school diploma equivalency, leading to economic independence. Funding from the BCCSF is limited to support 16- to 18-year-olds.

Is anyone better off?



40%

of students obtained a high school diploma or equivalent



4,052

hours of basic education were funded for youth



\$61,000

were matched by federal funding to support the program

Job Point

Columbia Builds Youth

Amount Received:

\$77,150.00

Students participating in the Columbia Builds Youth program are dually enrolled in their public school and Job Point. The public school provides core educational courses students need to earn their high school diploma. In addition, Job Point offers vocational certificate courses and job readiness training.

Is anyone better off?



83%

of program graduates obtained employment



67%

of healthcare students completed the Certified Nurse Assistant (C.N.A.) certificate program

Love Columbia

Path Forward

The Path Forward (PF) program comes alongside individuals experiencing instability in life and helps them create a path. Case Managers work with clients to create a plan that not only addresses their immediate needs but creates sustainable long-term solutions.

Amount Received:

\$225,063.30

Is anyone better off?



94%

of families who obtained permanent housing maintained their housing for at least six months



95%

of unhoused families obtained temporary housing within 30 days



85%

of participants made progress on achieving at least one goal

The Food Bank for Central and Northeast Missouri, Inc.

Central Pantry - Children's Supplemental Food Program

The Central Pantry provides food and groceries to those in need in Boone County. The goal of this program is to reduce food insecurity by providing supplemental food to low-income individuals in Boone County and increase access to nutritious foods by distributing foods such as fresh produce, protein and dairy.

Amount Received:

\$93,612.62

Is anyone better off?



83%

of survey respondents agreed or strongly agreed that receiving food from the pantry gave them a meal when they otherwise wouldn't have had one



92%

of survey respondents agreed or strongly agreed that receiving food from the pantry helped their household eat more healthfully

Voluntary Action Center (VAC)

VAC Basic Needs Program

The program provides a variety of services that meet needs for assistance with health, employment, and safety for low-income Boone County residents.

Amount Received:

\$148,000.00

Is anyone better off?



98%

of VAC clients surveyed
reported their level of stress
was significantly lowered
upon receiving basic needs
items



99%

of VAC clients surveyed
reported their basic need
was met by receiving
services

Woodhaven

EnCircle Technologies

Operating under Woodhaven, EnCircle Technologies provides individuals with autism and other forms of neurodiversity an opportunity to learn technology and develop soft skills through classes and internships.

Amount Received:

\$131,222.84

Is anyone better off?



84%

of individuals
mastered skills as
defined by individual
class objectives



100%

of individuals improved
their communication
skills



100%

of individuals
developed
employment goals

Miscellaneous Funded Projects

Daniel Boone Regional Library (DBRL)

Empowering Youth Librarians for Community Impact

The BCCSF provided funding through the Strategic Innovation Opportunity Fund to send three DBRL youth librarians to the 2024 Association for Library Service (ALSC) National Institute conference. The conference offered networking opportunities and professional development for librarians. The librarians provided a report on the knowledge and skills they gained to address the educational, social, and cultural needs of children and teens in Boone County.

Amount Received:
\$2,752.91

Missouri Network of Child Advocacy Centers, Inc. (MO-NACA)

Child Advocacy Center of Central Missouri

The BCCSB provided funding through Contingency Fund to MO-NACA to establish the Child Advocacy Center of Central Missouri in Boone County after the sudden closing of Rainbow House. The following are highlights from 2024 activities:

- All state funding contracts were transferred resulting in no lost state resources.
- A regional advisory council was created until a board could be established.
- The Child Advocacy Center of Central Missouri obtained an Employer Identification Number (EIN), filed articles of incorporation, drafted bylaws, opened new bank accounts and developed procedures for fiscal responsibility, secured a new office space, and hired an Executive Director and staff members.

Amount Received:
\$11,000.00

True North of Columbia

Shelter for Victims of Domestic Violence

True North provides a safe shelter for victims of domestic and sexual violence, and their minor children, who are fleeing abusive situations. Boone County provides funding for shelters for victims of domestic violence through fees collected from civil actions, marriage licenses, and criminal cases.

Amount Received:
\$23,818.00



627

Boone County residents served



1,021

referrals made to medical, psychological, financial, educational, vocational, child care, or legal services

Grassroots Funding Opportunity

6
funded
programs

Programs included case management support, positive youth support, out-of-school programming, and provision of basic needs. Funding also supported capacity building and nonprofit consultation services for the grassroots organizations.

Columbia Supreme

Case Management for At-Risk Youth

The organization provides athletic programming for youth with additional support including youth mentoring, youth development, workforce development, and case management support.

Amount Received:

\$30,480.00



Hired a case manager to support participants



Consultation services helped the organization restructure and strengthen their board

Destiny of H.O.P.E.

P.E.A.C.E and H.O.P.E Center for Youth

The center is open during the week for children facing expulsion or suspension from school and provides an afterschool program. The center provides resources for academic support, mental health, workforce development, and life skills development.

Amount Received:

\$79,448.00



Hired additional staff to serve more youth for the Active Learner's Day Program



Collaborated with two other grassroots organizations to share resources and streamline services for families

Do Something Right Now

Hogan House Food Pantry and Support Center

The program provides a neighborhood food pantry and support center for residents who live near Demaret Drive. The center offers programming and activities for children and youth.

Amount Received:

\$74,512.50



Expanded collaborations with other organizations to bring additional support into their community



Developed activity nights and monthly programming for youth and families in their community

Dream Tree Academy 573

Passport to the Arts Program

This program fosters creativity and self-expression for youth and includes components aimed at promoting entrepreneurship and financial literacy. The program includes music engineering workshops, poetry sessions, dance classes, entrepreneurship and financial literacy classes, and trips to local museums/galleries.

Amount Received:

\$121,000.00



Acquired a permanent space for youth programming and hosting community events



Revamped and formalized all subject curriculums to enhance programming for youth

Grade A Plus Incorporated

Family Leader Support

The organization primarily provides tutoring and youth development programming. Funding added case management for social and emotional well-being support to family leaders.

Amount Received:

\$29,105.00



Family Development Leader completed assessments for students and families to connect with outside services



Consultant provided recommendations to improve organization operations and capacity

Mid-Missouri Center Project, Inc.

Expansion of Prism Youth Programming and Resources

The Center Project is Mid-Missouri's only LGBTQIA+ community center that provides a large array of programming and services. Prism offers educational programming, resources, support, and mentorship for LGBTQIA+ youth.

Amount Received:

\$24,649.00



Hired the organization's first paid employee to grow youth programming



Developed organizational policies and procedures and selected a new executive board

Community Services Department Staff

Joanne Nelson, Director
Kristin Cummins, Deputy Director
Verna Laboy, Program Manager
Victoria Woods, Program Manager
Gina Jenkins, Data and Performance Analyst
Kerby Webb, Program and Community Specialist
Michelle Thompson, Program Specialist
Emilio Ayala Youngblood, Administrative Coordinator

Former Staff Member:

Lenna Peterson (*Program Diversity, Equity, and Inclusion Specialist until March 2024*)

Boone County Commissioners

Kip Kendrick, Presiding Commissioner
Justin Aldred, District I Commissioner
Janet Thompson, District II Commissioner

Boone County Children's Services Board Members

Leigh Spence, Chair
Gregory Grupe, Vice Chair
Connie Leipard, Treasurer
Robert Aulgur
Lynn Barnett
Rodney Dixon
Michele Kennett
Sebastián Martínez Valdivia
Wiley Miller

Community Services Department



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