



2017 HOLIDAY GIVING PROJECT: FINAL REPORT

DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS)
PLANNING, ACCOUNTABILITY AND CUSTOMER SERVICE (PACS)
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This document is part of ongoing series of reports to inform management, frontline staff, community partners and the public and to support County and Department of Health and Human Services' efforts to make data informed decisions. The mission of the Department of Health and Human Services is to promote and ensure the health and safety of the residents of Montgomery County and to build individual and family strength and self-sufficiency.

The aim of this work is to identify needs and provide practical responses for frontline practitioners in support of that mission and to support long term strategic solutions which improve individual, family and community health and social outcomes, to deliver more equitable services which reduce disparities, and to be a responsible steward of the public resources.

Acknowledgements

The Department of Health and Human Services (DHHS) is among the largest agency in Montgomery County government and is responsible for public health and human services that help address the needs of the community's most vulnerable children, adults and seniors. DHHS has a staff of 1,600+ professionals, provides more than 130 programs and delivers services at more than 20 locations, with many more school-based health and wellness centers, in addition to 700 contracts for services with community providers located throughout Montgomery County.

DHHS provides services through several service areas: Aging and Disability Services (ADS); Behavioral Health and Crisis Services (BHCS); Children, Youth and Family Services (CYFS); Public Health Services (PHS) and Services to End and Prevent Homelessness (SEPH). The Office of Community Affairs (OCA) provides direct services through several programs. In addition, DHHS administrative functions include budget administration, fiscal administration, contract management, facilities, grant acquisition, human resources, information/ technology system, and performance management and quality assurance.

The analysis and report herein were undertaken by staff of the Planning, Accountability and Customer Service (PACS) under the Office of the Director. PACS works to ensure efficient, effective and high-quality delivery of services, to measure the goals of the organization and focus on results in line with the organization's values.

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EXPLANATORY NOTES

This report relies upon several acronyms listed below.

ADS	Aging and Disability Services
BHCS	Behavioral Health and Crisis Services
CYFS	Children, Youth and Family Services
DGS	Department of General Services
DHHS	Department of Health and Human Services
eHR	Electronic Health Records System
eICM	Enterprise Integrated Case Management System
HGP	Holiday Giving Project
MCPS	Montgomery County Public Schools
OCA	Office of Community Affairs
PACS	Planning, Accountability and Customer Service
PHS	Public Health Services
SEPH	Services to End and Prevent Hopelessness
ZCC	Zip Code Coordinator

EXECUTIVE SUMMARY

The Department of Health and Human Services (DHHS) is among the largest departments in Montgomery County government and is responsible for public health and human services that builds resilience among our community's most vulnerable children, adults and seniors. For over 30 years, the Holiday Giving Project (HGP) of Montgomery County, MD has provided Thanksgiving meal and December toy assistance to low-income families and individuals through the Holiday Giving Project Coalition, a partnership of non-profit providers, faith-based organizations, area civic groups, and local government agencies.

In 2017, 26 partnering agencies came together to provide numerous distributions across multiple locations. Families and individual referrals for the Thanksgiving assistance were approximately 11,000, and another 12,000 for the December assistance. The project served nearly 8,900 unduplicated households for the Thanksgiving and about 9,800 households for the December holidays. More than 18,400 children received gifts during the December giving season. The overall no-show rate dropped from 21% in 2016, to 16% in 2017.

Referrals to the HGP were lower than the prior year, with a 15% decrease for Thanksgiving and 12% reduction for December's distribution. Approximately 4% fewer families received holiday assistance than the prior year. Discussions with external and internal partners identified several possible contributing factors to the lower referral rates in 2017, based on interactions with the families served and the user community. Some suggested that immigrant families were hesitant of receiving assistance via a government entity in the current political climate; others pointed to confusion by referring parties with the deployment of the new referral database; and fewer providers, including the withdrawal of a provider in a remote location of the county may have each played a role in the decrease. However, the possibility of an overall improving economy cannot be ruled out.

Following a post-implementation review, several refinements were identified. Generally, the completion of updated IT technology, wider availability of training on the new technology, and publication of revised standard operating procedures each would increase the ease and efficiency to respond to the Holiday Giving Project referrals received. Lastly, identifying other partner agencies to add to the Coalition's numbers, especially in more remote locations of the County, would serve to increase the number of families being served during the holidays.



Figure 1. The County Executive and volunteers prepare for the Kennedy Cluster - Leadership Montgomery toy distribution for the 2017 Holiday Giving Project

1. BACKGROUND

For over three decades, the Holiday Giving Project (HGP) of Montgomery County, Maryland, has provided Thanksgiving and December holiday assistance to low-income households.¹ A network of social workers, school counselors, and other human service professionals refer families and individuals who need holiday assistance.



Figure 2. Holiday Giving Project Coalition meeting

Organizational structure

During the 2017 season, the Department of Health and Human Services (DHHS) Planning, Accountability and Customer Service (PACS) team administered the referral system, provided logistics, supported IT development, offered training and chaired the Holiday Giving Project Coalition meetings.

The Coalition is comprised of 30 partner agencies. They provide policy direction, recommendations, and practical insight for the annual HGP distributions (Annex I). The Coalition, like others in the Project, operate on a volunteer basis.

Local non-profits, faith-based organizations, and other government agencies volunteer to serve HGP recipients, most often designated by neighborhood zip code. Zip Code Coordinators (ZCC) solicit donations, organize

holiday assistance distribution events, and communicate details of the distribution events to recipients in their catchment area. Referrers are individual social workers, school counselors, and other human service professionals who refer families and individuals.

Referral process

Referrals are typically made by Montgomery County Public School (MCPS) and non-public school counselors, faith-based organizations and staff from several local agencies.² Families and individuals are encouraged to obtain referrals through agencies they may already be working with to avoid duplicate referrals and to ensure that the project is available to residents most in need.

Correspondence is generated in both English and Spanish informing families where their community distribution point is located and when it will be held. These are mailed to families for Thanksgiving food distribution, December toy distribution, or in many cases distribution for both holidays. All food, gift cards, and gifts come from private and public donations.

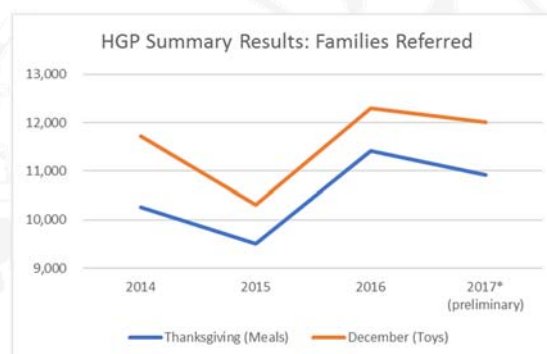


Figure 3. Holiday Giving unduplicated referrals, 2014-2017

Referrals are made to a centralized Holiday Giving Project database that is maintained by the Department's Information and Technology

¹ There are no income eligibility requirements to access HGP services.

² MC311 may also be a source of referral to HGP.

Services (IT) section. Throughout 2017, the PACS team worked with the IT team to design and implement a new database to address performance limitations identified during the 2016 distributions.

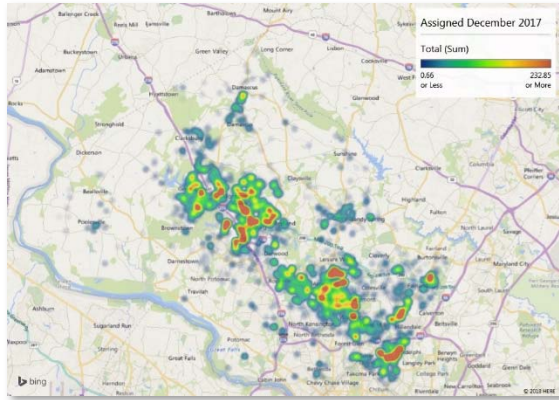


Figure 4. Heat Map showing distribution of assigned December individuals

Montgomery County is a highly diverse community, with an estimated 55% of our population being a racial or ethnic minority and approximately 40% of the households speaking a language other than English at home. To ensure equitable access to the Holiday Giving Project across the community, request for a referral forms were provided to referring parties in the most commonly requested languages.

Overall, unduplicated family referrals to the Holiday Giving Project showed a slight decline in 2017 for both Thanksgiving and December holiday requests. The Holiday Giving Coalition identified several possible contributing factors based on interactions with families, including fear in the current political climate and confusion for referring parties related to the deployment of the new database.

2. THANKSGIVING DISTRIBUTION

For the Thanksgiving holiday period, more than 11,000 requests for assistance were initially entered into the database, of which nearly 9,400 were ultimately assigned to a coordinator for service. Approximately 8,900

families (95%) reportedly received food assistance. When considering only the active referrals, those that were entered in a timely manner and were assigned to receive assistance, there were nearly 37,000 individuals referred for assistance. This number includes nearly 19,000 adults and over 18,300 children.



Figure 5. The Montgomery County Muslim Foundation gets boxes of food ready for distribution to families

“Pending” referrals - those that were entered into the database on-time but, due to the provider capacity limitations, were unable to be assigned to a provider for assistance - totaled just over 200 (2% of the total referrals) families. These families represented 720 individuals, of whom nearly half were children, age 17 or younger. Families assigned as “pending assignment” may be assigned to agencies outside their geographic catchment area for assistance, as capacity allows.

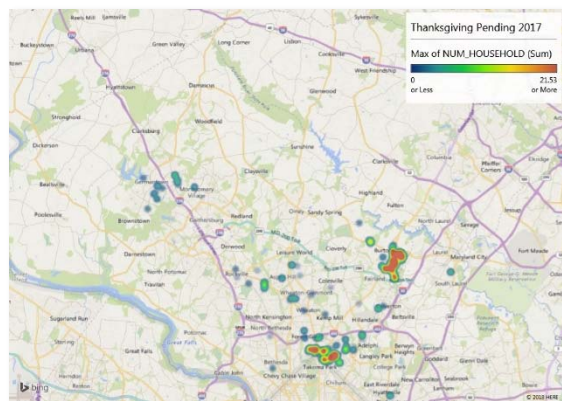


Figure 6. Heat map of pending families (unassigned individuals) for the November 2017 distribution



Figure 7. Bags of food prepared by Community Ministries of Rockville

There were approximately 1,500 (14% of total referrals) families for whom referrals were entered past the deadline and who were unable to be assigned. These “late referrals” are assigned to receive assistance only after all timely referrals have been assigned. There were nearly 6,100 individuals in the late referral households, including more than 3,000 children.



Figure 8. A food basket delivered to a recipient

While there are capacity constraints throughout the County, the most significantly impacted areas include the Silver Spring and Takoma Park communities (55% of the pending referrals) and the East County area, including Burtonsville and Spencerville (38% of pending referrals). Referrals from the Silver Spring /

Takoma Park communities represent 42% of the total number of referrals for Thanksgiving assistance.



Figure 9. City of Rockville staff and volunteers collected food donations for Thanksgiving

The Burtonsville / Spencerville communities were particularly impacted during the 2017 giving season as one of the HGP Coalition providers notified the Holiday Giving Project Administrators shortly before the launch of the season that they would be unable to participate this year. There were 115 referrals for Thanksgiving assistance from the Burtonsville and Spencerville communities, representing 1% of the total requests. Approximately a third of these referrals were assigned to a provider, but 78 did not get assigned (38% of the total pending assignments).

Thanksgiving assistance was provided to approximately 4% fewer families in 2017 than in the prior year. Not all eligible families attended the distribution, with an overall 19% no-show rate for Thanksgiving 2017 (Annex II, Table 1), consistent with figures from 2016 (20%).

Again for 2017, Manna Food Center partnered with the HGP coalition of providers, making turkeys available to the ZCC. Manna also provided supplemental food to several ZCC for distribution to families.

Some families did not have the capability to prepare meals from food provided, such as

cases where they may be living in shelters or temporarily in motels. Instead, these families received invitations to community meals, already prepared meals, or gift cards so that they could purchase prepared meals at local grocery stores.



Figure 10. Bethesda Rotary-Feed Bethesda volunteers prepare food donations for Thanksgiving distribution

3. DECEMBER TOY DISTRIBUTION

For the December holidays, nearly 12,000 requests for assistance were entered into the Holiday Giving Project database, of which over 150 (1%) were late requests (unable to be served) and slightly more than 1,200 (10%) were pending referrals who were unable to be assigned due to project capacity limitations.



Figure 11. City of Gaithersburg “elves” getting ready for toy distribution

Families that were assigned for assistance amounted to nearly 43,000 individuals, of whom slightly more than 21,000 were adults and more than 21,500 were children, age 17 and younger.

Families remaining on the pending assignment list included more than 4,600 individuals – nearly 2,500 adults and more than 2,100 children. Late referred families totaled 654 individuals – just over 300 adults and nearly 350 children.



Figure 12. Donated toys and gifts waiting for distribution

PACS successfully coordinated a newly launched “adopt a family” model for two corporate donors. Twenty-five families pending assignment and residing in underserved areas of the County were matched to corporate donor teams. Adventist Community Services and Community Ministries of Rockville generously agreed to coordinate distribution of the gifts to these families.

Additionally, PACS identified resources to provide gifts to 64 families residing in underserved communities who were placed on the pending assignment list. Approximately

50% of those families received their gifts; the others were either unreachable or were not responsive to mailed notifications.



Figure 13. Ready for toy distribution at the Catholic Charities McCarrick Family Center

There were about 6% fewer requests for December assistance in 2017 than the prior year, with approximately 4% fewer families receiving assistance. This is despite the overall no show rate dropping from 21% in 2016 to 16% in 2017.



Figure 14. Volunteers from the Chamber of Commerce wrap gifts at Community Ministries of Rockville

The Silver Spring / Takoma Park and Burtonsville / Spencerville communities were also affected by limited resources during the December holiday season. There were over 4,800 requests for December holiday assistance from the Silver Spring / Takoma Park communities, representing approximately 40% of the total December requests. Unlike in 2016, PACS did not participate in a large-scale distribution, but instead attempted to increase

the number of providers and coordination across the system.

There were 121 requests for December assistance from the Burtonsville / Spencerville communities, representing about 1% of the total requests.

Eighty-five percent (85%) of on-time referrals that were not assigned for assistance (pending referrals), were from the Silver Spring / Takoma Park communities, while 8% were from the Burtonsville / Spencerville communities. When considering only the total referrals from the Silver Spring / Takoma Park and Burtonsville / Spencerville communities, 22% of the total Silver Spring / Takoma Park referrals and 79% of the total Burtonsville / Spencerville referrals were unable to be assigned for assistance.

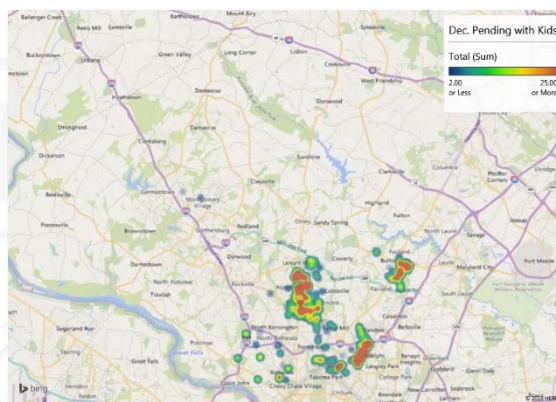


Figure 15. December 2017 distribution pending assignment individuals for households with children



Figure 16. Families signing-in at Interfaith Works

There were more than 50 different languages referred for services. While the majority of referrals indicated that the families spoke either English or Spanish, other commonly requested languages (rank ordered) included French, Amharic, Chinese, Russian, Vietnamese, Korean, Portuguese, Arabic, Farsi, and Tagalog. In addition to the languages listed above, there were more than 40 other languages requested, each with fewer than 10 requests.



Figure 17. Toys for Tots van en route during distributions

Supporting Partner Relationships

Key supporting partners for the Project included the Salvation Army, MC311, Manna Food Center, and Toys for Tots. Each supporting partner fulfills a different type of role providing a specialized service throughout the giving season.

Salvation Army

The Salvation Army registers families in need in the early fall. To ensure that the available resources in the community are reaching as many families as possible we eliminate duplicate referrals between the Salvation Army and the Holiday Giving Project distribution.³

MC311

MC311 operators provide a central intake alternative in instances where the client has no service provider. Due to the brief nature of

contact that MC311 operators have with callers, it is not realistic for operators to develop in-depth knowledge about the family situation. This lack of relationship between the family and the MC311 operator limits the ability of the ZCC to verify the information in the database when challenges arise, such as returned mail or incorrect telephone numbers.

This year, the HGP Administrator conducted four trainings, one with each of the MC311 teams, to orient operators to the new database. HGP also implemented a streamlined process for the customer service representatives that allowed the MC311 operators to provide more immediate information to callers, reducing the number of duplicate referrals entered into the database and the need for additional follow-up calls.

Manna Food Center

Manna provides donations to supplement ZCC food donations, such as with the provision of turkeys. Only a fraction (about 10%) of the ZCC partner with Manna for the Thanksgiving distribution. For the second consecutive year, Manna has noted that there were fewer turkeys available this year than in prior years (only 60) and that the donations they did receive occurred later in the giving season, making it difficult to meet the need on-time. There has been an overall trend for the past several years for people to donate money, rather than turkeys. If Manna received donations earlier, they would be able to purchase turkeys at a significantly lower cost per pound, thereby stretching the resources further.

Toys for Tots

Many of the ZCC rely on Toys for Tots either to supplement donations they have received through other sources (public, private, and corporate donors), or to provide all the toys

³ There were more than 225 duplicate children identified. Younger children are served by the Salvation Army and

older children are served by the Holiday Giving Project coalition.

needed for the families during the December distribution. Toys for Tots relies on donations from the community, and can never be sure how many toys they will have to fill the orders from the ZCC community, who request one toy per child assigned to them. Most significantly, Toys for Tots usually receives very few donations for children over 12, so the ZCC community tries to fill the gaps for youth between 12 and 17 by soliciting donations from other sources. As with past years, Toys for Tots struggled to identify and secure donated warehouse space large enough to accommodate the volume of toys they receive.



Figure 18. Corporate donations waiting at DHHS headquarters to go to families

4. PREPARING FOR 2018

As part of the PACS quality assurance process, external partner and internal post-mortem reviews of the 2017 season were conducted, and a follow-up phone survey is planned for families who were referred, to among other things, identify why some referrals fail to receive services. Generally, the availability of training on new technology, completion of the

new technology systems and improved coordination with supporting Project partners would each increase the ease and efficiency to respond to referrals.

Post Mortem Review

During the final HGP Coalition meeting for the 2017 season, coalition members were asked for their feedback and insights. Coalition members expressed their strong desire to ensure the HGP database be completed and tested, along with the provision of training and the availability of all reports needed to accomplish the distribution, prior to the next giving season. They noted that the lack of a fully functional database hampered their operations significantly, often requiring volunteers to work into the weekends to produce workable reports.

Meeting participants noted that the strength of the collaboration amongst members of the Coalition, including the strong participation of the DHHS coordinators, led to a successful season, despite the technology challenges experienced throughout the 2017 season. Examples of this collaboration were found throughout the coalition, with ZCC contacting others to share their “leftover” resources (food/toys) after their final distribution, and volunteering to help one another with technology issues.

Enhancing Technology Infrastructure

The PACS team worked with the DHHS IT team during the “off-season” between the 2016 and 2017 giving seasons to develop and implement a new HGP database. The decision was made to develop a new system rather than make changes to the previously used system due to the prevalence of challenges users experienced with the existing system and the outdated technology that it was built on. A list of system requirements was developed, and the IT team worked to try to meet the needs of the Project. The system was developed in-house, using existing resources, and development did not move as fast as

anticipated. The result of this was a mostly functional front-end user interface at the time of launch.



Figure 19. January 2018 post mortem meeting of the Holiday Giving Project Coalition

Some of the requested functionality was made available this year, including role-based access, which allowed certain assigned roles higher access to the full database, and an ability for users to revise entries they made, the effect of which was a reduction in duplicative referrals made to add a child or change a misspelled name.

The back-end reporting capabilities, were not ready. This caused much consternation for the ZCC community, who struggled to monitor their growing lists for both holiday periods. The IT team developed an interim solution, but it only partially met the needs of the user community requiring additional hours for volunteers and HGP Administrators to process.

PACS and IT will continue to further develop and refine the new technology in preparation for the 2018 giving season. The Coalition stressed a need for the database technology to be more mobile and agile, including the ability to be viewed on tablets and smart phones. There was strong support for the use of scanning technology such as QR and/or bar codes that would enable automatic tracking of the status of each referral at the point of distribution. This would help streamline the process and improve reporting.

The need for training for both front-end users (referring parties) and the ZCC community was discussed at length. There was little

opportunity to provide this training prior to the 2017 launch because of the delay in the availability of the technology. As the database is revised and finalized over the next several months, training videos will be recorded and made available online as well as scheduling hands-on training opportunities for referring parties and others.

Improving Coordination with Supporting Partners

The coalition expressed a desire to have better and more timely coordination with supporting partners, particularly the Salvation Army and Toys for Tots.

Salvation Army- While the Salvation Army list is compared to the HGP database to avoid duplication of effort, this is done late in the giving season, and generally impedes the ZCC mail notification process. The coalition is hopeful that the coordination with Salvation Army can be done earlier. PACS will meet with the Salvation Army representatives prior to the next giving season to discuss ways to better coordinate the two efforts.

Toys for Tots- Several programs within the coalition had challenges with getting their toy orders filled in a timely manner. There were multiple contributing factors to these challenges, including: late requests being sent by ZCC, requests from multiple programs being sent bundled together in one email, and an inability for the Toys for Tots staff to receive toy order requests while in the warehouse. The PACS staff will meet with the Toys for Tots representatives prior to the next giving season to try to identify better procedures that will serve the needs of and reduce the anxiety for both Toys for Tots volunteers and the ZCC.

Policy Considerations

Although HGP is a service for low-income families, there are no income or other eligibility requirements to the program, and thus individual need may vary considerably. For example, the need of a low-income family of four for self-sufficiency is 64% greater than

the need of a single individual.⁴ In addition, there are several catchment areas where resources and or ZCC are limited or non-existent for one or both distributions (see above). Similar to last year, the number of referrals for Thanksgiving and December distributions continue to outpace the resources available, consideration for how best to prioritize those resources may need to occur.



Figure 20. The HGP Administrator, Nicki De La Rosa (left), and Joyce Seamens from Adventist Community Services taking a moment to enjoy the end of another successful giving season

- Complete the new HGP database to provide better user experience and provide increased ease of use for the zip code coordinators at the point of service.
- DHHS to offer training to referring parties as well as ZCC to facilitate smooth operation of the Project. Training and consultation should be in person and via the use of technology such as webinars and/or recorded sessions.
- DHHS to work with coalition members, community partners, and others to recruit, develop and train additional ZCC resources, particularly in the underserved communities.

These recommendations will allow for more efficient distribution during both the Thanksgiving and December events.

5. RECOMMENDATIONS

After considering the feedback from both internal and external partners, the following recommendations are provided for consideration during the 2018 Giving Season:

- DHHS should continue to coordinate the Project, facilitate the work of the Coalition and monitor quality and outcomes.
- Finalize and publish Project guidelines prior to the start of the next giving season.

⁴ Montgomery County Self-Sufficiency Standard Report, January 2018. Table B16.

ANNEX I: Partner Agencies

Montgomery County Holiday Giving Project Coalition - 2017

- Adventist Community Services of Greater Washington
- Bethesda Rotary Clubs
- The “Bootsie” Men, Women & Children Foundation, Inc.
- Catholic Charities
- Church of the Redeemer
- City of Gaithersburg
- City of Rockville
- Community Ministries of Rockville
- Faith Community Baptist Church
- Faith Connections, Inc.
- Food for All sponsored by Young Professionals Forum
- Germantown HELP
- Housing Opportunities Commission
- Interfaith Works
- Kennedy Cluster and Watkins Mill Cluster Project
- Linkages to Learning
- Manna Food Center
- Montgomery County Department of Health and Human Services
- Montgomery County Muslim Foundation
- Mt. Calvary Baptist Church
- Nourish Now
- The Peoples Community Baptist Church
- Rainbow Community Development Center
- St. Patrick’s Catholic Church
- St. Paul's United Methodist Church
- St. Peter’s Catholic Church
- The Salvation Army
- Silver Spring Assembly of God
- Toys for Tots
- WUMCO HELP

ANNEX II: Statistics by ZCC

Table 1. Thanksgiving 2017 Statistics*

Zip Code Coordinator (ZCC)	Total # households referred	Total # walk-in households	Total # households served	# no shows	No show rate
Adventist Community Services	536		504	32	6%
Bethesda Rotary Clubs	118	5	106	12	10%
The “Bootsie” Foundation					
Catholic Charities	200	63	180	83	41%
Church of the Redeemer	1491		1380	111	7%
City of Gaithersburg	831		595	236	28%
City of Rockville	660		483	177	27%
Community Ministries of Rockville	240		187	53	22%
Faith Community Baptist Church					
Faith Connections	234		94	140^	60%^
Food for All	190		120	70	37%
Germantown HELP	912		864	11	1%
Housing Opportunities Commission	1,060		1,060	0^^	0
Interfaith Works					
Kennedy Cluster-Watkins Mill Cluster Project					
Linkages to Learning	740		740	0	0
Mont. Co. Muslim Foundation	136		113	23	17%
Nourish Now	970		536	434	45%
The People's Community Baptist Church	615		350	265	43%
Rainbow Community Development Center	401		313	88	22%
St. Patrick's Catholic Church	1225		809	416	34%
St. Paul's United Methodist Church	156		116	40	27%
St. Peter's Catholic Church	191	29	220	35	18%
Silver Spring Assembly of God					
WUMCO HELP	117		114	3	3%
Project totals	11,023		8,884		19%

* Includes information available as of 01/29/18

^ Agency contacts all potential recipients prior to assignment to a donor. This represents the number of families who either declined the referral (190 invited to a community dinner, 140 didn't show) or who were unable to be reached after repeated attempts.

^^ Donations slated for families that “no-show” are rolled over to provide for other families in need, therefore the agency does not track the no-show rate.

Table 2. December 2017 Statistics*

Zip Code Coordinator (ZCC)	Total # households referred	Total # walk-in households	Total # households served	# no shows	No show rate
Adventist Community Services	575		476	99	17%
Bethesda Rotary Clubs					
The “Bootsie” Foundation	202		125	77	38%
Catholic Charities	388	121	408	101	26%
Church of the Redeemer	2176		1992	181	8%
City of Gaithersburg	835		585	250	30%
City of Rockville	769		539	230	30%
Community Ministries of Rockville	91		80	11	12%
DHHS - PACS	64		34	30	53%
Faith Community Baptist Church	50		43	7	14%
Faith Connections	291		275	16^	5%
Food for All	120		115	5	4%
Germantown HELP	1,214		1,086	92	8%
Housing Opportunities Commission	1,235		1,235	0^^	0^^
Interfaith Works	197	2	108	87	44%
Kennedy Cluster-Watkins Mill Cluster Project	292		194	98	34%
Linkages to Learning	723		723	0	0
Mont. Co. Muslim Foundation	139		114	25	18%
Nourish Now					
The People's Community Baptist Church	635		385	250	39%
Rainbow Community Development Center	462		302	160	35%
St. Patrick's Catholic Church	425		350	75	18%
St. Paul's United Methodist Church	161		102	59	37%
St. Peter's Catholic Church	227	33	260	51	22%
Silver Spring Assembly of God	157		83	74	47%
WUMCO HELP	152		150	2	1%
Project totals	11,580		9,764		16%

* Includes information available as of 02/05/18

^ Agency contacts all potential recipients prior to assignment to a donor. This represents the number of families who either declined the referral or who were unable to be reached after repeated attempts.

^^ Donations slated for families that “no-show” are rolled over to provide for other families in need, therefore the agency does not track the no-show rate.



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