



DHHS
MONTGOMERY COUNTY

COMMUNITY REVIEW OF IMPACT SILVER SPRING

DEPARTMENT OF HEALTH AND HUMAN SERVICES
PLANNING, ACCOUNTABILITY AND CUSTOMER SERVICE

DECEMBER 2017





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Planning, Accountability and Customer Service
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This document is part of ongoing series of reports to inform management, frontline staff, community partners and the public about the Department of Health and Human Services' efforts to make data informed decisions.

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

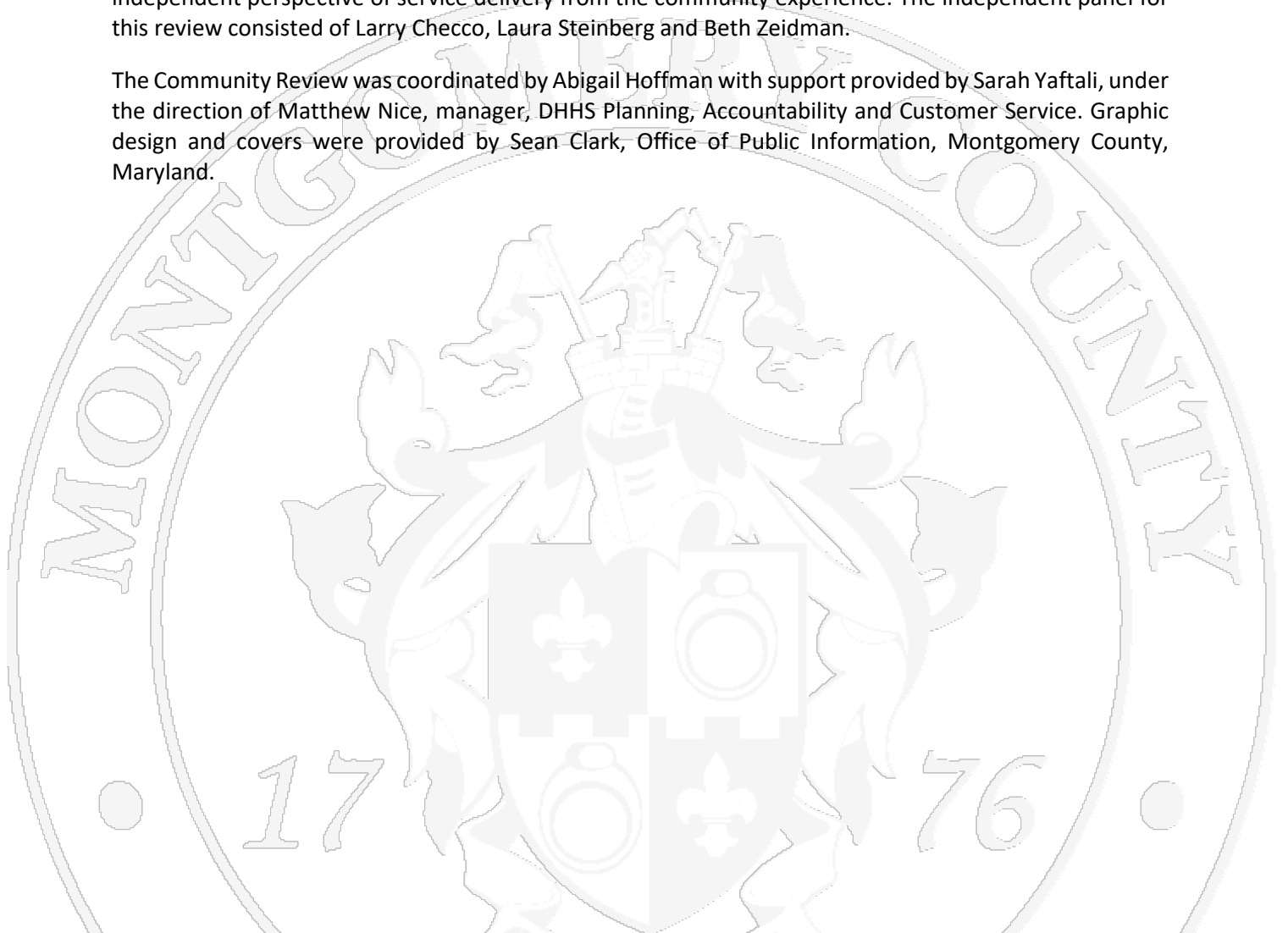
The Department of Health and Human Services (DHHS) is among the largest agency in Montgomery County government and is responsible for public health and human services that help address the needs of the community's most vulnerable children, adults and seniors. DHHS has staff of 1600 professionals, provides more than 120 programs and delivers services at more than 20 locations 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 Special Needs Housing (SNH). 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 systems and performance management.

The Department's core services protect the community's health, protect the health and safety of at-risk children and vulnerable adults and address basic human needs. Planning, Accountability and Customer Service (PACS) operated under the Office of the Director, to ensure efficient, effective and high-quality delivery of services and to measure the goals of the organization and focus on results in line with the organization's values.

The review is not a performance or financial audit, nor is it a program evaluation or in-depth assessment of a client case management like the Quality Service Review (QSR). Instead, the review provides an independent perspective of service delivery from the community experience. The independent panel for this review consisted of Larry Checco, Laura Steinberg and Beth Zeidman.

The Community Review was coordinated by Abigail Hoffman with support provided by Sarah Yaftali, under the direction of Matthew Nice, manager, DHHS Planning, Accountability and Customer Service. Graphic design and covers were provided by Sean Clark, Office of Public Information, Montgomery County, Maryland.



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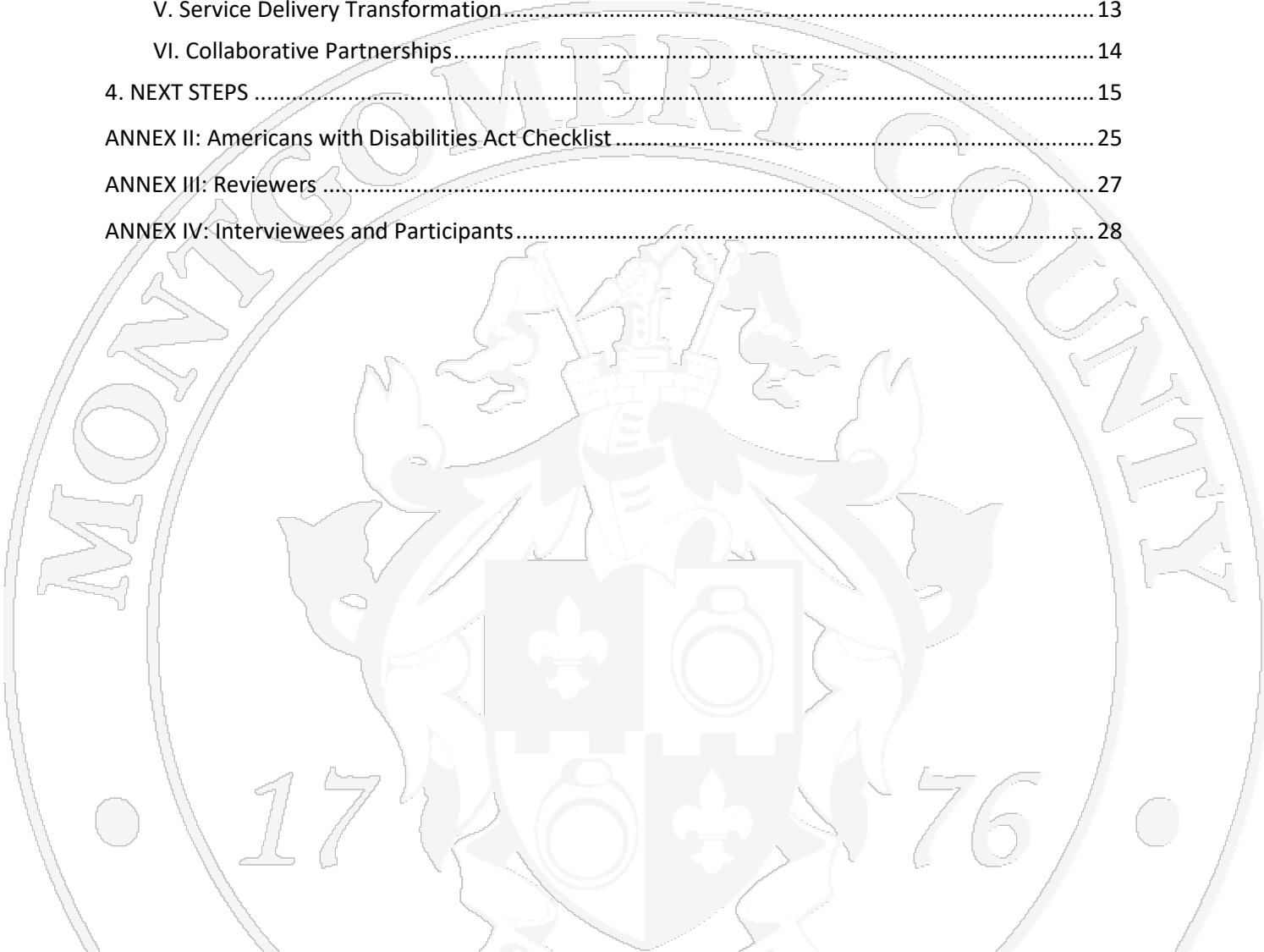
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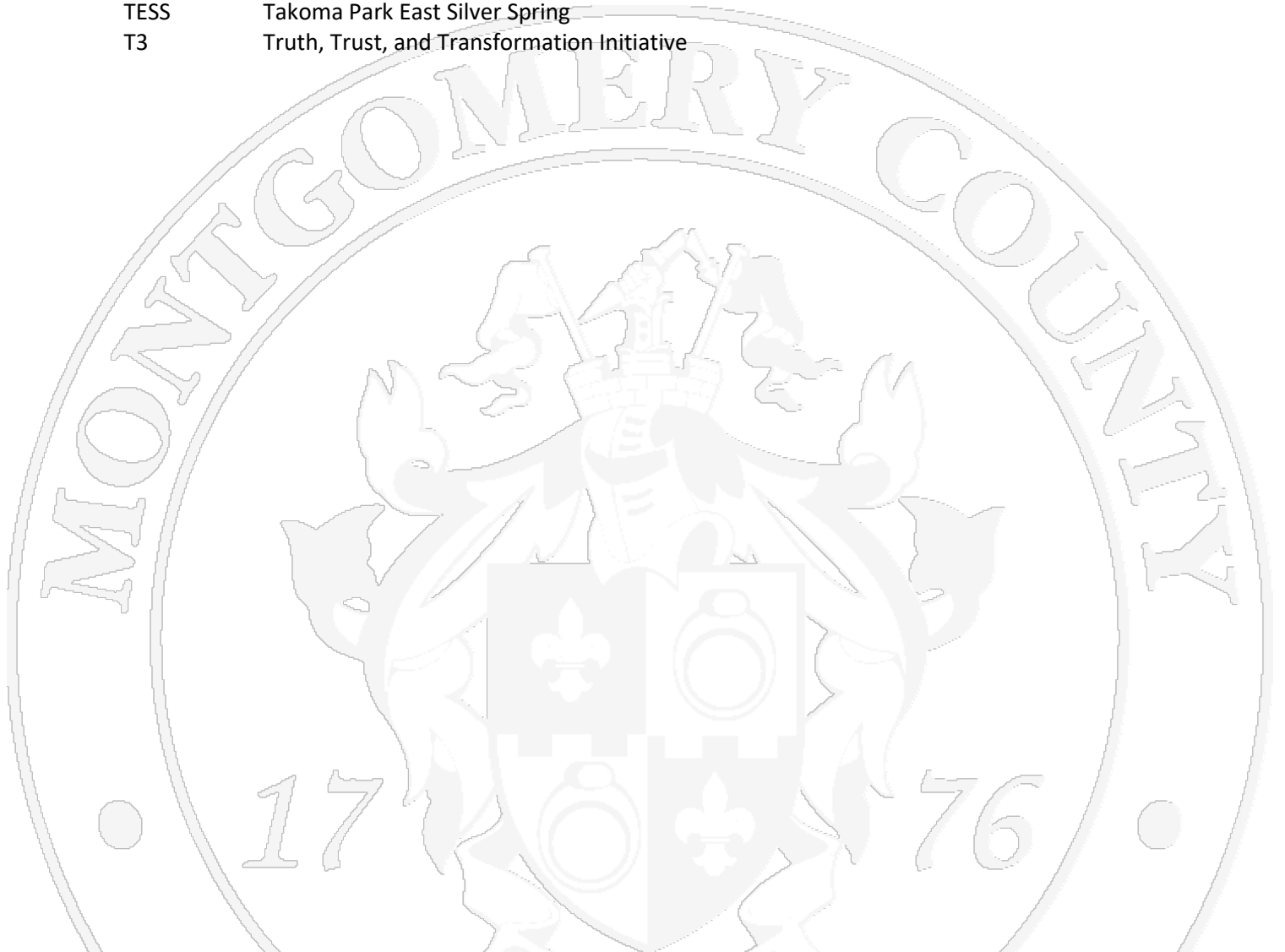
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EXPLANATORY NOTES

This report relies upon the following acronyms listed below.

ADA	Americans with Disabilities Act
BHCS	Behavioral Health and Crisis Services
CAA	Community Action Agency
CRAT	Community Review Assessment Tool
DHHS	Department of Health and Human Services
eHR	electronic Health Records system
eICM	electronic Integrated Case Management System
ESOL	English for Speakers of Other Languages
IT	Information Technology
LTL	Linkages to Learning
MCDR	Montgomery County Department of Recreation
MCIC	Montgomery Community Investment Cooperative
NON	Neighborhood Opportunity Network
OCA	Office of Community Affairs
OESS	Office of Eligibility and Support Services
PACS	Planning, Accountability and Customer Service
PHS	Public Health Services
QSR	Quality Service Review
TESS	Takoma Park East Silver Spring
T3	Truth, Trust, and Transformation Initiative



EXECUTIVE SUMMARY

The Department of Health and Human Services (DHHS), one of the largest government agencies in the county, is responsible for public health and human services that help address the needs of our community's most vulnerable children, adults and seniors. DHHS regularly evaluates service delivery and outcomes to identify gaps and equitable service solutions, which reduce disparities and improve individual, family and community health and social outcomes. Since 1999 the Community Review process has been a valuable means through which the Department receives feedback regarding the effectiveness of its programs.

IMPACT Silver Spring (IMPACT) is a non-profit provider working to build and sustain neighborhood-based networks that support residents in expanding and strengthening their connections and relationships and accessing opportunities that lead to quality of life improvements. Through a network-building approach, IMPACT creates diverse community "spaces" where people from all backgrounds can find their gifts and passions, connect and build relationships with others, and generate a multitude of small actions. The Community Review focused on the IMPACT initiatives and activities monitored by the Department of Health and Human Services (DHHS) Community Action Agency (CAA). Fieldwork occurred from late September through October at the IMPACT offices in Silver Spring, and various locations where IMPACT activities occurred. The review was conducted by Larry Checco, Laura Steinberg and Beth Zeidman.

IMPACT believes positive change happens by connecting people, building relationships of trust and exchanging value in an intentional network across lines of difference. For almost 18 years, the agency has been building community-based networks and spaces where people and organizations can cross lines of difference, increase and strengthen social connections. The services section in this report further describes the newly adopted cutting-edge strategic framework that focuses explicitly on revealing and dismantling racial inequity and lack of economic opportunity.

The reviewers found IMPACT to be a well-managed, unique and an innovative organization with highly committed, compassionate, knowledgeable, culturally competent and professional staff. IMPACT places a special emphasis on space creation to ensure everyone feels welcomed and comfortable. This applies to physical space i.e., location as well as having participants sit in circles during meetings and activities to communicate with each other. Creating these spaces are one of the five areas identified in IMPACT's engagement process.

IMPACT exceeded reviewer's expectations in several areas and these may be of value to other similar programs operating in the community, including:

1. IMPACT's theory of change and logic model; their Truth, Trust, and Transformation Initiative (T3) and community-based network-building strategies are thoughtful and solidly researched evidence-informed practices demonstrating an awareness of communities.
2. One of IMPACT's greatest strengths is its human resources leadership, staff and volunteers who exemplify and "live" the organization's core values. The executive director is thorough, thoughtful and communicates well with staff. The staff in turn execute their jobs with great respect, knowledge, understanding, competence and passion. Staff and volunteers are amazingly well connected and sensitive to the diverse needs of all participants, creating welcoming and supportive spaces for engagement and deliver positive reinforcing messages well received by participants.
3. IMPACT fosters connection and inter-dependence by engaging with the community utilizing innovative core strategies of network-building, logic model and T3. The community engagement techniques utilized by IMPACT make it imperative that spaces are safe, comfortable and welcoming to encourage solid community engagement and participation.

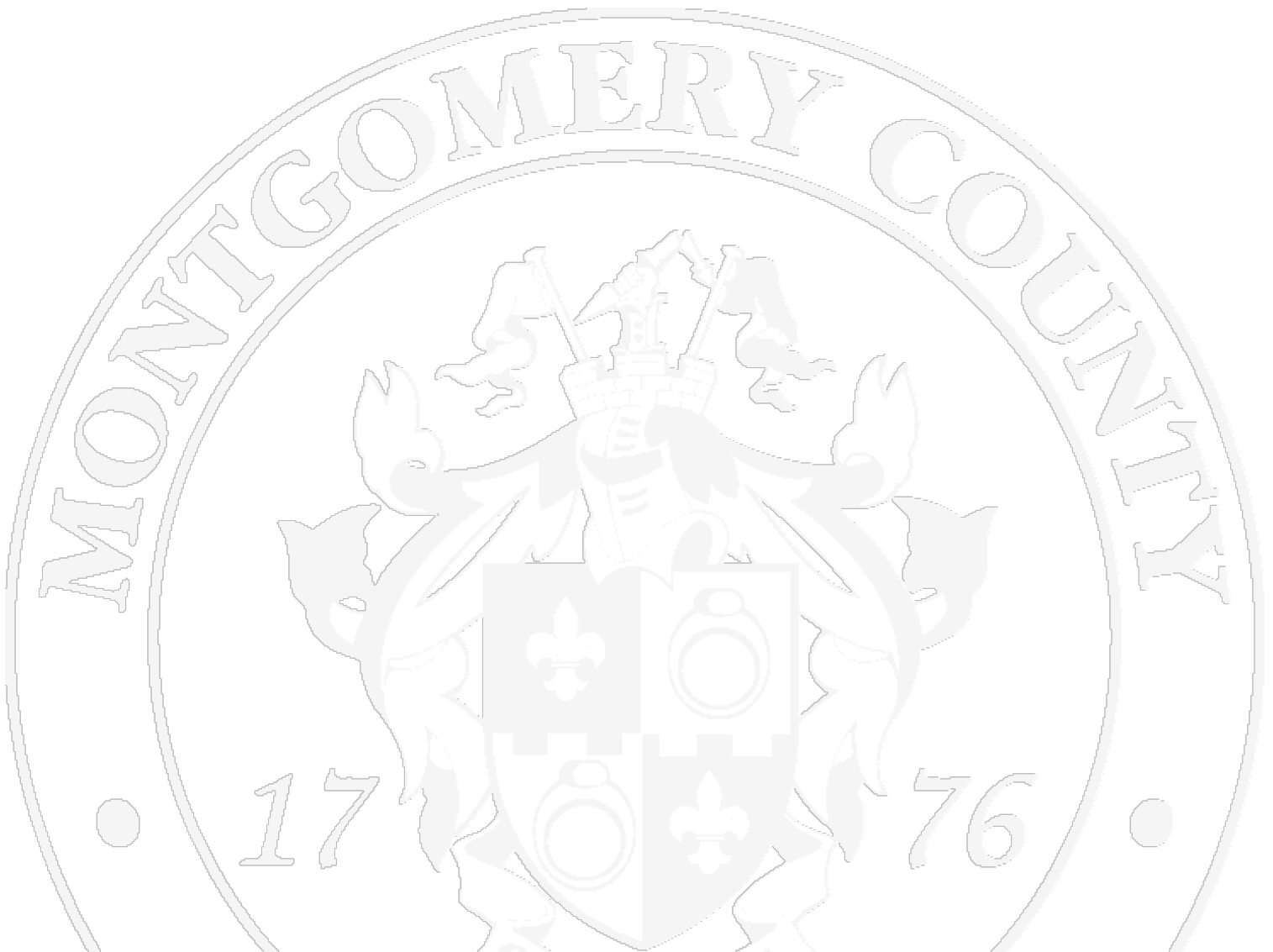
Successful examples include: Micro-entrepreneurs - Montgomery Community Investment Corporation (MCIC), Highland Mothers Action Circle and the Network Weavers Learning Program.

4. IMPACT is aware of, and extensively uses interpretation services on a regular basis to ensure inclusion of non-English speaking (Spanish, French, Amharic, etc.) residents in all of IMPACT's Spaces and events. Several staff are bilingual and trilingual.
5. Monthly qualitative information is shared and discussed by staff and used in the spirit of continuous improvement. IMPACT staff are highly agile and use shared information and data to make necessary program adjustments based on the needs of residents. For example, following the August 2016 fire at the Flower Branch Apartments, IMPACT became a primary support for residents. The Annual Network Report, Cafritz Foundation Report, and County contract reports each provide thoughtful and informative qualitative and quantitative data sets.
6. IMPACT has many strong and significant partnerships to address community gaps. For example, Life Assets runs small business trainings for aspiring entrepreneurs; the Takoma Park East Silver Spring (TESS) Center provides space for English language classes; the Department of Environmental Protection provides Stream Steward trainings for community clean-up teams and Manna Food Center provides nutrition workshops for parents.

The review panel also identified opportunities for improvement with the following select observations and recommendations.

1. Develop a plan to improve the organization's Information Technology (IT) capacity to improve data collection and reporting. Identify specific mechanisms and techniques to gather information on changing demographics and needs in the communities IMPACT serves, as well as network mapping and measuring quantitative and qualitative outcomes and results so findings can be incorporated into their strategies and practices. Work with DHHS to develop shared indicators evaluating and documenting qualitative outcomes and outputs, which can also assist future fundraising and communications efforts.
2. IMPACT's mission aligns well with DHHS's, but messaging that communicates who it is, what it does, how it does it and, most importantly, why it is of interest, should be developed. For example, create a tagline that gives its target audiences an initial grasp of what the organization is about, and an elevator speech that would allow staff and other organization stakeholders to compellingly describe the IMPACT in 15 seconds or less. Consider market research with partners, donors, constituents, the county, etc. to determine what messages resonate with them, then test how well those messages are understood and what actions they may lead to.
3. Confer with County Americans with Disabilities Act (ADA) coordinator to establish and utilize consistent language regarding ADA and reasonable accommodations for facility and communication accessibility on flyers, notices and publications. Examples of "boiler plate" language/ wording for flyers i.e., reasonable accommodations in the form of large print.
4. Identify a strategy to further diversify future funding streams to ensure that IMPACT's work is sustainable, even if funder priorities were to change. IMPACT receives a notable amount of its revenues through annual County grants. Reviewers recommend IMPACT pursue more stable funding sources to ensure sustainability of services into the future. To that end, future requests should consider including costs of living adjustments, as appropriate.
5. For fundraising purposes and brand clarity, IMPACT might want to consider changing its name to broaden its appeal and better reflect its scope of services (e.g., IMPACT Montgomery

- County). These endeavors require a commitment of resources (both staff and financial), well thought out research and methodical implementation.
6. IMPACT and the Neighborhood Opportunities Network (NON) staff should work more closely together to ensure communications about any program changes maintain continuity of trust and services in the community. IMPACT staff would like to be alerted prior to NON staff changes. This helps IMPACT's work in the community in developing trust, a key to IMPACT's T3 strategy.
 7. IMPACT's unique approach to reaching community residents, especially those of low-income and color, is innovative. IMPACT should consider the possibility of developing Spaces and T3 workshops to present to other Montgomery County nonprofits and use these workshops as an additional revenue stream.



1. BACKGROUND

The Community Review Program is a valuable means through which the Montgomery County DHHS receives feedback and input regarding the effectiveness of department programs from a community member perspective. Trained panels independently assess how the programs are serving residents, examine the impact of programs on the community, and recommend possible improvements to services.

Guided by the Community Review Assessment Tool (CRAT) self-assessment, reviewers examine program delivery based on:

- Alignment with Mission and Guiding Principles of the Department;
- Effective and Equitable Service Delivery;
- Accountability;
- Capable and Engaged Workforce;
- Service Delivery Transformation; and
- Collaborative Partnerships (Annex I).

The programs are also reviewed for ADA compliance (Annex II) and how they meet objectives in line with the goals in the Department's two-year Strategic Plan Roadmap.¹

Selected Review

IMPACT Silver Spring (IMPACT) was selected for a Community Review by the Chief of the Office of Community Affairs and added to the FY18 PACS work plan. The Review focused primarily on the DHHS contracted services monitored through the Community Action Agency (CAA). IMPACT has not previously undergone a Community Review.

IMPACT is a unique non-profit that has been building community-based networks in diverse neighborhoods, with the goal of transforming

neighborhood culture from one of isolation, division and mistrust, to one of connection, mutual understanding and sense of belonging. IMPACT strives for neighborhood transformation efforts.



Figure 1. IMPACT's Executive Director Jayne Park speaks with the Community Reviewers at the Preliminary Meeting

Through their network-building approaches, opportunities are created for people from all backgrounds to: 1) connect and build relationships; 2) access resources and opportunities; 3) find their gifts, skills and passions; and 4) identify actions to work on together that lead to quality of life improvements and positive community change. IMPACT's unique focus on bridging racial divides combined with their explicit focus on achieving racial equity sets them apart from other groups in the metropolitan area and the country.

IMPACT's core network activities take place in the traditionally underserved neighborhoods of Long Branch and Briggs Chaney, in Silver Spring, as well as similarly underserved neighborhoods in Wheaton and Gaithersburg. Most of IMPACT's community building

¹

[www.montgomerycountymd.gov/HHS/Resources/Files/Reports/DHHS%20STRATEGIC%20ROADMAP%20\(4\)%202016_2018.pdf](http://www.montgomerycountymd.gov/HHS/Resources/Files/Reports/DHHS%20STRATEGIC%20ROADMAP%20(4)%202016_2018.pdf)

activities and events take place in the community at schools, recreation centers and churches.

Independent Review Panelists and Process

The Community Review is a structured process of program self-assessment, desk and subsequent field reviews performed by knowledgeable, trained independent reviewers from the local community. The Community Review of IMPACT was performed by reviewers Larry Checco, Laura Steinberg and Beth Zeidman (Annex III).



Figure 2. The Office of Community Affairs Contract Monitor for IMPACT with IMPACT Staff at the Preliminary Meeting

Due to the unique nature of IMPACT the Community Review began September 28 with a panel member attending a T3 Network Night at Long Branch Community Center. The preparation and introductory session was held on October 10, 2017 at DHHS. The following persons were in attendance: Jayne Park, IMPACT Executive Director; Michael Rubin, Managing Director; Lanita Whitehurst, Senior Network Coach; Aizat Oladapo, DHHS Contract Monitor; and the review panel and PACS staff. A comprehensive overview of IMPACT and its philosophical values and community building strategies and activities were provided at this preliminary session.

Reviewers met with IMPACT staff at their office in Silver Spring on October 11, 2017, for an in-depth review of initiatives and activities. The

panel spoke with several staff about their specific roles and responsibilities and had a special presentation on micro-entrepreneurs and Montgomery Community Investment Corporation (MCIC). The panel observed an English for Speakers of Other Languages (ESOL) “Hangout Space” at Clifton Park Baptist Church, on Piney Branch Road.



Figure 3. English for Speakers of Other Languages (ESOL) Hangout Space at Clifton Baptist Church

On 12 October 2017 panel members attended an Empowerment/Civic Conversation with Linkages to Learning (LTL) Parents at Highland Elementary School, in Silver Spring.

T3 Logic Model



Figure 4. IMPACT’s theory of change the Truth, Trust, and Transformation Initiative (T3)

Following the field review, the review panel spoke with IMPACT staff to provide initial feedback, highlight areas of interest and

discuss potential recommendations. The Community Review process concludes with a meeting by the panel with DHHS and IMPACT staff held to present the final draft report and agree on any recommendations. This meeting is scheduled for 29 November 2017.

2. WHAT WAS REVIEWED

Program Mission and Services

IMPACT Silver Spring's Vision: Every resident leads a full and quality life in a racially and economically equitable Montgomery County.

IMPACT's mission is to build and sustain community-based networks that ignite local inclusive economies and vibrant communities.

Values

- We are human beings first. Our professional positions and identity are secondary.
- We take time to build relationships, and relate to each other from a place of trust.
- We build relationships that are mutual and reciprocal. We believe that everyone has something to offer, and something they need. We give equal respect to all kinds of knowledge.
- We commit to revealing understanding, and disrupting racism, hatred, and other forms of oppression.
- We focus on strengths and opportunities, and actively bring forward everyone's gifts and talents.
- We support a local economy, placing the highest value on local capacities, resources, and talent.

IMPACT believes positive change happens by connecting people, building relationships of trust and exchanging value in an intentional network, across lines of difference. They live out their values with intentionality, compassion and practice to assist mixed

income and multicultural communities to thrive.

For over 17 years, IMPACT has been building community-based networks and creating diverse community "spaces" where people and organizations can cross lines of difference, increase and strengthen social connections, bring forward their gifts, and act collaboratively.

Their network-building methodology is grounded in sharing values and practices through space creation, training, and coaching. IMPACT's current core network activities take place in the traditionally underserved neighborhoods of Long Branch and Briggs Chaney in Silver Spring, as well as similarly underserved neighborhoods in Wheaton and Gaithersburg.

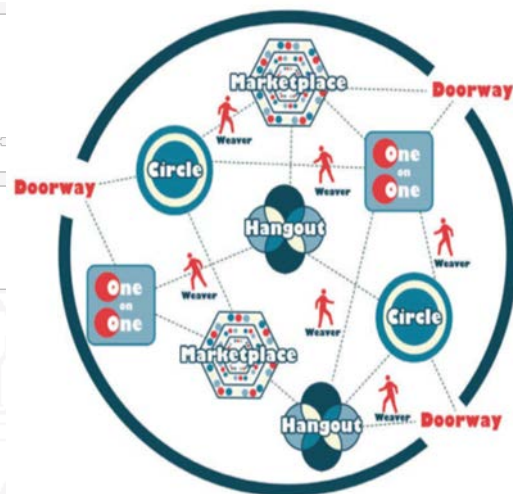


Figure 5. A diagram of IMPACT's Spaces Framework Approach

Services

IMPACT's goal is to break through barriers and divisions to build a more connected, interdependent, and racially and economically equitable community. Their activities and

initiatives focus on the forces that keep communities divided:

- Racial differences
- Cultural and language differences
- Socio-economic differences
- Organizational silos and barriers

Building community-networks is their main strategy. This approach creates spaces that enables people to:

- Connect with others
- Have conversations, share ideas, find common purpose
- Discover things to act on together to improve their personal life and the life of the community

In 2009, DHHS developed a neighborhood engagement and empowerment model, Neighborhood Opportunities Network (NON) in partnership with IMPACT. The goals of NON are to reach eligible residents and connect them to a range of services provided by the County and nonprofit organizations. NON also connects people to their neighbors by involving them in networks. Assisting families in building their social networks offers a dignified way to support them as they move toward self-sufficiency.

Over 17,000 doors have been approached since the start of the NON, meeting hundreds of low-income residents. IMPACT has since decided to devote more effort in creating neighborhood environments to stimulate and support the ability of people to establish businesses where they can contribute their skills, express their aspirations, generate income and build assets. IMPACT's Five Distinct Network Spaces include:

- Creating *DOORWAYS* for people to enter the network, such as block parties,

neighborhood clean-up days and coffee chats at social service sites.

- Hosting *HANGOUT* spaces that address concrete issues of interest to residents, while providing relationship-building opportunities such as English classes, training for micro-entrepreneurs, and healthy nutrition practices. In FY17, a total of 938 residents gained new skills, information and awareness on a variety of topics (immigration, housing, nutrition, mutual support and empowerment) at Hangouts.
- Supporting *ACTION CIRCLES*, where residents come together in small groups to connect and build mutually supportive and beneficial relationships. They also take action around a shared goal that leads to positive change in their lives and the community. In FY17, eight Action Circles generated 9 action projects that impacted more than 750 residents leading to improved English skills, extracurricular activities for teens, a new neighborhood park, support for fire victims, summer enrichment for children, cleaner communities and increased micro-entrepreneurship opportunities. The Highland Mothers Action Circle is a partnership with Linkages to Learning (LTL) and councilmembers comprised of 21 Latina mothers who meet weekly to promote relationship-building, mutual support, empowerment and information sharing that led to resident action to offer a summer camp in their neighborhood.
- Intentionally connecting people in *MARKETPLACE* moments, enabling people to cross lines of difference, exchange information and favors, spark and support circles, and have fun together. Network Nights are an example of this strategy, where 350 community members at 11 Network Nights grew their social networks leading to increased sense of belonging,

civic engagement and economic and educational opportunities.

- Engaging in purposeful *ONE-ON-ONE* conversations to build relationships, make connections, extend invitations and/or spark actions.

Several aspects of the Network Spaces Framework were used alongside dedicated community partners and residents with those affected by the Flower Branch Apartments fire providing support, empowerment, trust-building, and weaving connections among neighbors.



Figure 6. Participants in a Women's Empowerment Circle

Other examples of the framework in action are:

1. Residents Ask for Help in Pursuing Micro-Enterprise. IMPACT Listens. Through DOORWAYS like door-knocking, IMPACT meets residents seeking support in pursuing micro-enterprise.
2. Micro-Enterprise Circles Organize, IMPACT helps organize CIRCLES of residents around various enterprises resulting in *El Rosal* (a sewing circle), the Cooking Circle, and the Home Improvement Circle.
3. Training to Support Micro-Entrepreneurs – activating Micro Entrepreneurs to further support aspiring entrepreneurs IMPACT hosts a HANGOUT called “Activating Micro-Entrepreneurs” to help build

networks and access to technical assistance.

4. Moving Beyond Traditional Trainings through ONE-ON-ONE conversations, IMPACT learns that micro-entrepreneurs want support in creating a new space, one that is more innovative, empowering and practical than traditional small business cohorts and trainings
5. A Co-Op is Born, Montgomery Community Investment Cooperative (MCIC): July 2016, 6 micro-entrepreneurs organize as a CIRCLE, coming together to form a worker’s cooperative called the Montgomery Community Investment Cooperative (MCIC). They decide to fund MCIC themselves.
6. What Support Looks Like for the Cooperative: IMPACT supports the coop through WEAVING, helping members connect to coop developers and pro bono legal help. By encouraging members to contribute their gifts and skills to the coop a board of directors and committees are formed.
7. The Micro-Entrepreneurs Circle Today: The WEAVING continues. Today, MCIC has 40 members, registered as an LLC with a cooperating structure, raised over \$65,000 from weekly member contributions and provided 15 loans to their members ranging in size from \$150-\$11,000. MCIC connects to other coops and the larger movement when nine members attend the 2017 Eastern Conference for Workplace Democracy.
8. What the Future Holds June 2017, MCIC members helped organize a MARKETPLACE Local Economy Network Night in Long Branch to share what they’ve learned with others. MCIC hopes to be a leader for the coop movement in Montgomery County.

Change that results from a network approach include:

- Improving the quantity and quality of relationships

- Mobilizing leadership
- Generating more actions that lead to improved quality of life at both the individual and collective level.



Figure 7. IMPACT T3 Initiatives

The goal of IMPACT's Truth, Trust, and Transformation (T3) initiative is to build a more racially and economically equitable Montgomery County where everyone can have a full and quality life. Many of IMPACT'S upcoming activities will have all three components of T3, yet some will focus on one more than another. Below is a description of the T3 components:

TRUTH: Through events like IMPACT NOW! hundreds of people from throughout IMPACT Silver Spring's diverse network were convened to lift up a shared vision of a thriving multi-cultural community. The event held in May 2017 explored historical and structural racism as a root cause of disparities and began a community conversation to raise awareness and identifying steps to achieve racial equity in Montgomery County. Dr. Yanique Redwood was the keynote speaker. IMPACT plans to host future spaces in the network, including book groups, affinity circles to explore issues of

racial identity, and storytelling where our truths can be expressed.

TRUST: Through the new Network Weaver Learning Program, the goal is to transform neighborhood culture by strengthening interpersonal relationships, trust, and mutual understanding across lines of difference, and by increasing the number of resident-led actions that lead to quality of life improvements.

TRANSFORMATION: Through their Local Inclusive Economy and Community-Wealth Building Initiative, the goal is to lead a systems' transformation effort aimed at addressing the growing income and wealth gap. Using a community-centered approach, IMPACT will support the development of a local economy system that enables people traditionally left out of economic enterprise opportunities to build and own a network of micro, small, and cooperative businesses – leading to increased financial security, assets, and community wealth. Other systems' transformation initiatives will be identified as residents from across the network connect and organize around targeted racial equity campaigns.



Figure 8. IMPACT's Core Values on the wall of IMPACT'S Main Office

There are 11 requirements in the contract between IMPACT and DHHS. The DHHS

Contract monitor completes a thorough program monitoring review form.



Figure 9. Reviewers meeting with IMPACT staff at their office

In FY 2017, the following activities and results were identified:

1. **DOORWAYS:** Conduct community outreach/ engagement to reach isolated individuals, connecting them to resources and neighborhood activities and network of purposeful relationships. IMPACT has done this by informing 600 Flower Branch individuals of available help after the fire and invited to important meetings through door-knocking. Additionally, over 5,700 residents were connected to resources and opportunities (food, health, English language acquisition, legal and financial services).
2. **HANGOUTS:** Organize regular neighborhood-based events around residents' issues/topics of interest that are identified through IMPACT's deep listening process. Resources and partners provide support in a manner enabling meaningful connections and relationship to serve as a stepping stone into other network activities such as the following:
 - a. 7 spaces for Flower Branch residents to obtain information, share experiences and connect were established.
 - b. 407 residents attended the various gatherings.

- c. 42 students improved their English language skills at volunteer led classes
- d. 98 Mothers attended empowerment sessions at 5 Elementary Schools
- e. 8 Neighbors Exchanges held where 404 residents attended

3. **MARKET-PLACES:** Host regular Network Nights to provide residents the opportunity to grow their personal relationships. Eleven of these were held in Gaithersburg, Wheaton and East County with 353 participants across the events in community-led conversations and exchanges of offers of support.
4. **ACTION CIRCLES:** Support Collaborative Action Circles where small groups of residents take action around a shared goal that leads to positive change in their lives and community. Eight Action Circles were attended by 91 residents and nine action projects were generated (including micro-enterprise cooperative and summer camp). The Action Circles involved 750 residents.
5. **NETWORK WEAVER LEARNING PROGRAM:** This program introduces residents to network building values, practices and tools that facilitates increased community involvement and ownership over neighborhood transformation efforts. The materials were developed, the pilot completed and the program launched in October with a cohort of 20 community members.

Service Population

IMPACT builds neighborhood-based networks supporting residents in expanding and strengthening their connections and relationships. and accessing opportunities that lead to quality of life improvements. IMPACT's neighborhood network activities take place in the traditionally underserved neighborhoods of Long Branch and Briggs Chaney in Silver

Spring, as well as similarly underserved neighborhoods in Wheaton and Gaithersburg.



Figure 10. IMPACT main office is located in Silver Spring, MD

Organizational Overview

IMPACT was founded in 1999, during the revitalization of downtown Silver Spring, as a major demographic transition from a mostly white suburb into an extremely diverse urban area was ongoing. The people whose voices were represented in the redevelopment process were the established community, which mainly consisted of middle-class home and business owners, and did not represent the diversity of race, culture, and income that existed in the larger community. It is within this context of the shifting demographics and redevelopment of Silver Spring that IMPACT was founded and spent their first six years offering a 9-month community leadership program that provided diverse residents, old and new voices, the opportunity to build relationships of trust, increase community-building skills, explore ideas for community change, and pursue collective action on a wide range of action projects.

In 2005, IMPACT transitioned from its broader community leadership program, towards a more specific focus in the community environments of local schools and apartment buildings. The schools' work was focused on closing the achievement gap, while the work in

apartment buildings was aimed at creating safe and welcoming rental communities.

In 2009, when the economic crisis hit, IMPACT combined its leadership development and community engagement technologies with DHHS to create the Neighbors Campaign, now known now as NON. Through NON, IMPACT has been connecting families to emergency services, while building neighborhood-based networks that enable diverse residents to connect and engage in the practices of mutual support, accountability, and exchange.



Figure 11. Reviewers Learn about IMPACT's ESOL Hangout Spaces

In 2010, IMPACT augmented the value of the Network via a merger with the Long Branch Athletic Association by connecting kids from low-income families to organized sports in their community.

IMPACT recently adopted a theory of change and logic model and T3 provide strong strategic direction for IMPACT's staff to guide the future.

Their organizational structure consists of an executive director; a managing director; a senior network coach, five network builders and two network guides plus two sports directors, one sport coordinator and an accounting associate. These staff member work across geographies integrating their skills around outreach, connection, empowerment

and collaboration along with two network guides and all the residents who help organize and participate in the network SPACES and Circles. There is an administrative development assistant, an accounting associate, sports director of basketball operations, a sports director and a sports coordinator.

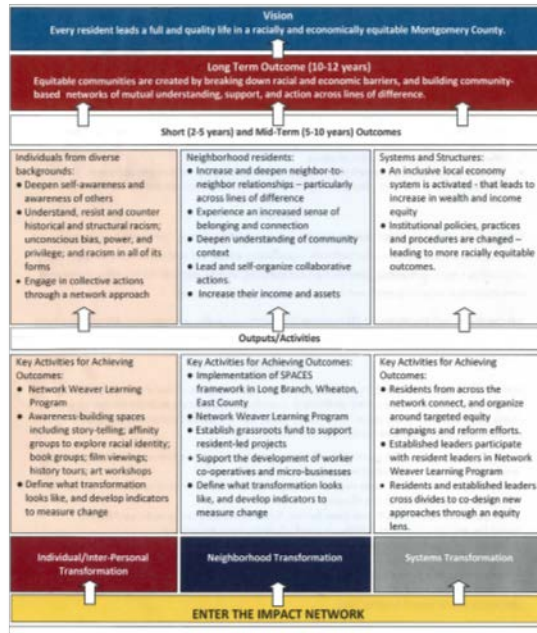


Figure 12. IMPACT theory of change, logic model, and recently adopted strategic roadmap

IMPACT practices a learning organization model and considers their activities and events to be resident-led and rather than supervise they “journey with.” The IMPACT Board of Directors consists of nine diverse members including a Chair, Vice President and Secretary/Treasurer.

Location and Coverage

IMPACT’s office is located at 8807 Colesville Road, in Silver Spring. However, network building initiatives and activities take place in the traditionally underserved neighborhoods of Long Branch and Briggs Chaney in Silver

Spring, as well as similarly underserved neighborhoods in Wheaton and Gaithersburg.

Budget

IMPACT is a tax-exempt, donor-supported nonprofit organization. Supporters include a network of individuals, institutions, foundations, businesses and County government, which provides approximately 62% of IMPACT’s funding. In FY17, DHHS provided \$262,491 in funding and the County awarded \$222,640 in grants. Additional grants and funding totaling \$96,500 for sports programs/ instruction (\$87,500 grant and \$9,000 for Excel Beyond the Bell instruction), monitored by the Montgomery County Department of Recreation (MCDR) were also provided by the County.

For FY18, DHHS provided \$273,094 in funding, which included an additional \$7,000 for the new East County Opportunity Zone work. In addition, the County awarded IMPACT a \$222,640 grant and approximately \$122,500 from MCDR for sports programs/ instruction.

The DHHS funding includes a cost of living adjustment each year (\$10,603 in FY18). County grants awarded have remained unchanged since 2009.



Figure 13. IMPACT’s office is located in Silver Spring

3. RESULTS

The program self-assessment and subsequent review by the review panel are guided by the Community Review Assessment Tool (CRAT) and a checklist of Americans with Disabilities Act (ADA), provided in Annex I and II, respectively.

Results are organized by findings which exceed the panel's expectations and can be transferred to other programs. Findings that warrant attention and recommendations are also listed. Recommendations may cover more than one section or tool may be merged into a single recommendation, where appropriate.

Additionally, recommendations may stem from reviewer's notes and/or observations and may not be directly reflected in the instruments. Panel recommendations are listed in order in the short-term (within 60 days), mid-term (within a year) and long term (over a year).

I. Mission and Guiding Principles

The goal is to promote and ensure the health and safety of the residents of Montgomery County to build individual and family strength and self-sufficiency.

Findings Exceeding Expectations

- IMPACT's theory of change and logic model and T3 goals, objectives and strategies (community-based network-building to effect change) are extremely well thought out and demonstrate a keen awareness of what communities need and want. Every staff member the reviewers met and interacted with was knowledgeable, engaged and passionate about their work. They had a clear understanding of the organization's mission and goals, were sensitive to the needs of the communities they engaged, and all agreed that the main thing they do is "listen."

- IMPACT's leadership and staff exemplify and "live" the organization's core values. Its Director thoroughly thinks things through before implementing changes and has the capacity to listen to and communicate thoughts and ideas with staff, who in turn execute their jobs with great understanding, competence and passion. Staff and volunteer instructors were amazingly well connected and sensitive to all participants and delivered nothing but positively reinforcing messages that were eagerly, warmly and gratefully received by participants.

Findings Transferable to Other DHHS Programs

- The thoughtful approaches used by IMPACT in developing community-building networks made up of diverse people from neighborhoods, organizations, groups, institutions intentionally organized by a set of relationships based on trust and mutuality, working cooperatively to achieve shared goals, while honoring all cultural identities and the unique contributions of each person. IMPACT's patience with process and importance of hiring highly skilled and competent staff and assigning the right staff with the right job.

Findings Needing Attention and Recommendations

Short-Term

- Develop a plan to improve its Information Technology (IT) capacity, as well as develop platforms to improve data collection and reporting, fundraising and communications efforts. IMPACT needs to view these efforts as priorities, especially given the uncertainty of future funding.

Mid-Term

- Develop a corporate tagline that gives its target audiences an initial grasp of what the organization is about, such as an elevator speech that would allow staff and

other organization stakeholders to compellingly describe the impact in 15 seconds or less.

Long-Term

- Conduct research with partners, donors, constituents, the county, etc. to determine what messages resonate with them, then test how well those messages are understood and what actions they may lead to. Although IMPACT's mission aligns well with DHHS's, for clarity's sake it may want to take some time to better define who it is, what it does, how it does it and, most importantly, why anyone should be interested.

II. Effective and Equitable Service Delivery

The goal is to align people and financial assets so that we are investing the necessary level of resources to ensure effective and equitable service delivery.

Findings Exceeding Expectations

- All staff that reviewers met with and observed in action with community residents were highly respectful, professional and welcoming in all their masterful leadership facilitations and interactions. They were sensitive to the diverse needs of the community and in creating welcoming and supportive spaces for engagement. In addition, staff are knowledgeable of available resources in the community, as well as willing to research and seek answers to questions from community participants. As an example, this was strongly demonstrated during the ESOL classes and the Family Circle as well as in conversation with a member of the MCIC. Engaging with the community utilizing their core strategies of network-building, logic model, and T3 (Truth, Trust and Transformation) is how IMPACT fosters connection and inter-dependence by creating the spaces and

opportunities for people to meaningfully connect across lines of racial, ethnic, and socio-economic difference.

- The community engagement techniques employed by IMPACT make it imperative that spaces are safe, comfortable and welcoming to encourage solid community engagement and participation. IMPACT uses circles, so everyone can be seen and heard and facilitate respectful conversation.
- IMPACT is aware of and extensively uses interpretation services (in a variety of languages) on a regular basis to ensure inclusion of non-English speaking residents in all of IMPACTS SPACES and events. Several staff are bi and tri lingual.

Findings Transferable to Other DHHS Programs

- The unique and specific focus of IMPACT's work is community-based network-building. Community-based networks are made up of diverse people from neighborhoods, organizations, and other social groups who are intentionally organized by sets of relationships and meaningful value exchanges. Communities that are strongly networked offer people opportunities for social connection and exchanges that lead to stronger and healthier individuals, families, and entire neighborhoods.

Findings Needing Attention and Recommendations

Short-Term

- Confer with County/DHHS ADA Coordinator to establish and utilize boiler plate language regarding ADA and reasonable accommodations on flyers, notices and publications. Information and examples of wording can be found at the following link:

www.cailg.org/sites/main/files/file_attachments/inreasing_access_to_public_meetings_and_events.pdf

Mid-Term

- As the U.S. population ages and people stay healthy and active longer, communities must adapt. The AARP Network of Age-Friendly Communities helps participating communities become great places for all ages by adopting such features as safe, walkable streets; better housing and transportation options; access to key services; and opportunities for residents to participate in community activities. Well-designed, livable communities promote health and sustain economic growth, and they make for happier, healthier residents of all ages. There might be opportunities within their work for IMPACT to assist with community building and dialogue group.

Long-Term

- Identify specific mechanisms and techniques to gather information on changing demographics and needs in the communities IMPACT serves, as well as network mapping and measuring quantitative and qualitative outcomes and results so findings can be incorporated into their strategies and practices.

III. Accountability

The goal is maintenance of reliable, accurate records and data for analysis, so program effectiveness can be quantified through performance measures.

Findings Exceeding Expectations

- Senior staff are in regular and close communication with network builders and residents to monitor the effectiveness of network building strategies and practices. Currently, reported results are largely qualitative in nature gleaned from one-on-one meetings and network builders' monthly reports.
- Monthly staff meetings occur where both qualitative and quantitative data and information is shared. The data and

information are actively discussed by staff and are used in the spirit of continuous improvement. IMPACT staff is highly agile and uses shared information and data to make necessary program adjustments, based on the needs of residents. For example, after the August 2016 fire at Flower Branch Apartments, IMPACT became a primary support for residents.

- Measuring the extent to which social connections positively benefits individuals and community is very challenging. Given that IMPACT has as a goal transforming neighborhood culture from one of isolation, division and mistrust to one of connection, mutual understanding, and sense of belonging, their measurement efforts are laudable. The Annual Network Report, Cafritz Foundation Report, and County Contract Reports each provide thoughtful and informative qualitative and quantitative data sets.
- Staff exhibits an extraordinary commitment to the mission, values, and goals of the organization. In addition to demonstrating a high level of professionalism. Staff are diverse and trained in cultural competence. The reviewers observed a community network meeting, language classes and family circle. In all cases staff and community volunteers demonstrated a high level of respect and masterful leadership in facilitating a diverse group.

Finding Needing Attention**Mid-Term**

- IMPACT is working to develop indicators to quantitatively measure and evaluate outcomes and outputs and should look to assistance from DHHS.

Long-Term

- Identify and design work plan and process for measurement and outcomes.

IV. Capable and Engaged Workforce

The goal is to recruit, develop, and maintain a workforce that is engaged, accountable, responsible, respected, recognized, and prepared for changing roles within the department and representative of the community.

Findings Exceeding Expectations

- Position descriptions and action plans are in place for staff. IMPACT has 12 staff that are qualified, well trained and knowledgeable of community building practices and strategies and passionate about fulfilling IMPACT's mission and values.
- IMPACT's community building and engagement practices create a variety of opportunities for both teens and adults to volunteer. Reviewers observed an ESOL class with simultaneous child care where three students from Blair High School volunteered part of their evening to help teach English to non-English speakers. The students were actively engaged for the entire two hours of the class and their service was acknowledged and appreciated by the volunteer adult instructor. Several individuals have been volunteers and are now part-time network guides.

Finding Needing Attention

Short-Term

- Identify a strategy to diversify future funding streams to ensure that IMPACT's work can continue in the future even if funding priorities of current funders changes.
- IMPACT and NON staff should work together to ensure communications about any program changes to ensure continuity of trust and services. Specifically, IMPACT staff would like to be alerted to any Neighborhood Opportunities Network (NON) staff changes prior to when they

occur. This helps IMPACT's work in the community in developing trust, a key to IMPACT's T3 strategy.

- For additional training opportunities for staff, the County's Center for Continuous Learning has sessions that are available to DHHS contract partners.



Figure 14. Reviewers view a PowerPoint about the Financial Cooperative with a member and IMPACT staff person Carlos Iglesias

Mid-Term

- Consider pursuing more stable funding sources to ensure sustainability of services into the future. To that end, future requests should consider including costs of living adjustments, as appropriate.

Long-Term

- For fundraising purposes and brand clarity, IMPACT might want to consider changing its name (e.g., IMPACT Montgomery County) since their work extends beyond Silver Spring. Changing an organizations name requires a commitment of resources (both staff and financial), well-thought out research and methodical implementation.

V. Service Delivery Transformation

The goal is for an integrated service delivery system supported by technology, which enables staff to share information and work effectively.

Findings Exceeding Expectations

- IMPACT's community building approaches and models challenge standard forms of

service delivery. They continually strive to move beyond a traditional client/customer transactional dynamic by placing a priority on listening to residents and helping them to give voice to their needs. It seeks to move away from a hierarchical approach by developing reciprocity and mutuality.

Findings Transferable to Other DHHS Programs

- Other programs could benefit by moving away from a model that is based on a one-way relationship with the County as the expert service provider and the resident as a customer. By moving away from a hierarchical approach, programs and services may benefit from the resulting intrinsic feedback loop. More and better opportunities for continuous improvement can also be realized.

VI. Collaborative Partnerships

The goal is to strengthen internal and external partnerships with other programs and agencies to offer a full range of coordinated programs and services focused on reducing redundancy, improving client outcomes and eliminating disparities.

Findings Exceeding Expectations

- IMPACT'S network approach includes connecting residents to resources and opportunities to help them achieve their goals. For example, Life Assets runs small business trainings for aspiring entrepreneurs; the TESS Center provides space for English language classes; and the Department of Environmental Protection provides Stream Steward trainings for community clean-up teams. In addition, nonprofits such as Manna Inc. provides nutrition workshops for parents.
- IMPACT has been able to build trust over the years, both with the provider community and the people it serves, and as a result have been able to achieve and implement collaborative relationships

with both communities. The high level of trust demonstrates the excellent job of connecting and collaborating with its partners, collaborators, funders and constituents.

- Through its innovative network of doorways, hangouts, one-on-ones, action circles and marketplaces, IMPACT staff are in close contact with their grassroots neighborhoods and communities.

Findings Transferable to Other DHHS Programs

- The stressing of the important role trust plays in making or breaking an organization among staff and the community served. Each organization should make an effort to regularly evaluate the trust factor within respective agencies.

Finding Needing Attention or Recommendation

- IMPACT appears to be an innovative, well-led, well-staffed, well-received, well-respected and much appreciated by both DHHS and the community's the organization serves. Much of this is a direct result of its unique approach to reaching community residents, especially those of low-income and color. Transformation can be replicated or incorporated into the workings of other Montgomery County nonprofits. To take this one step further, IMPACT should consider the possibility of developing Spaces and T3 workshops to present to other nonprofits and use these workshops as an additional revenue stream.
- Additional partners IMPACT may want to consider providing resources for entrepreneur opportunities and business development are as follows: The Latino Economic Development Corporation, the Maryland Small Business Development Center, the Montgomery Economic Development Corporation and the Local Chamber of Commerce. These organizations may have trainings and be helpful with business resources.

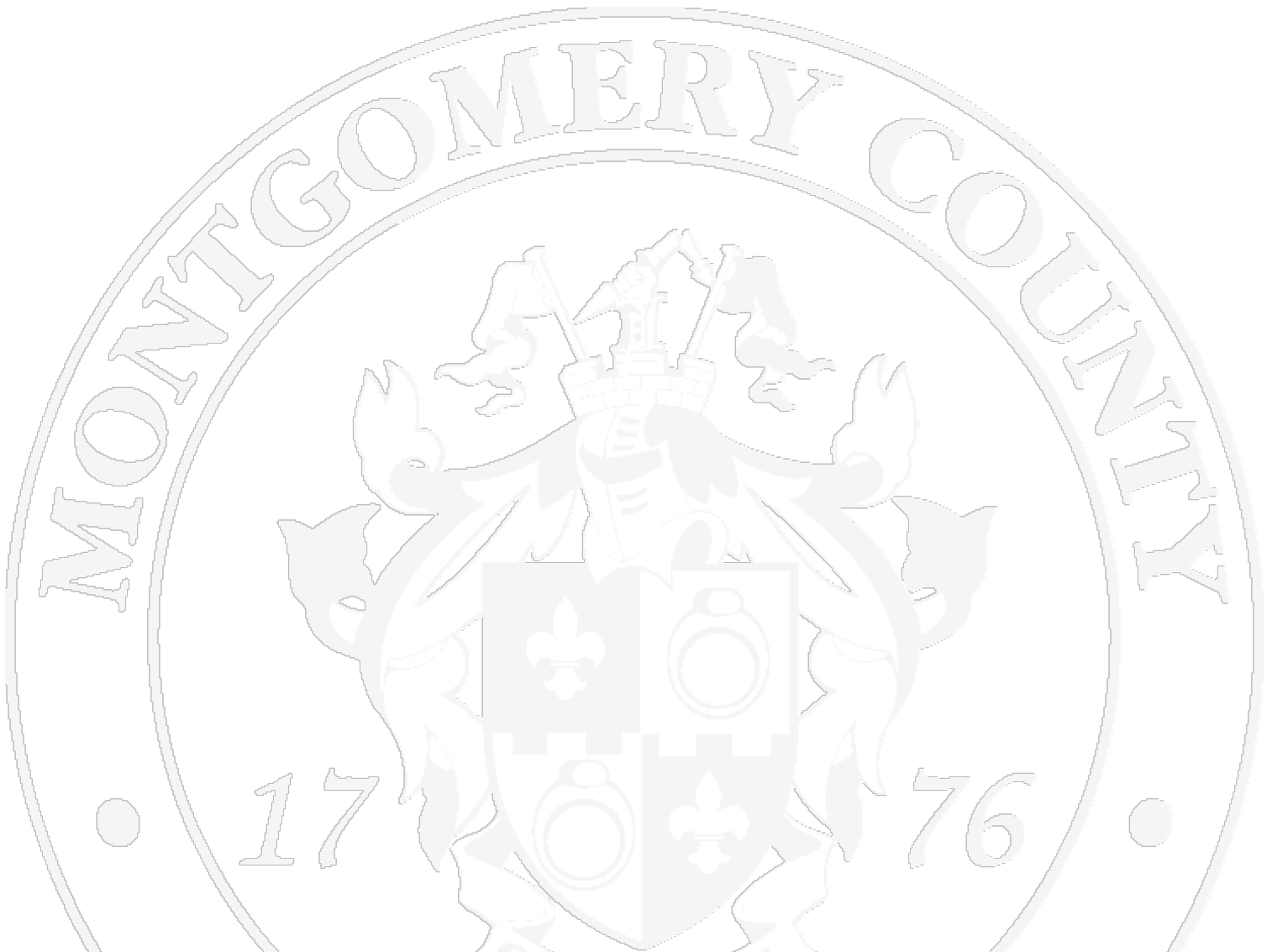
4. NEXT STEPS

The Community Review panel met with DHHS and IMPACT’s management and staff to review the report content and its findings on 29 November 2017. DHHS commits itself to review progress at regular intervals. PACS will monitor progress on the recommendations and report results to the DHHS Director and the Senior Leadership Team. An informal update on progress will occur in six months and a final review of the recommendations will occur in November 2018.

The final report will be made available to the public on the internet site for DHHS.



Figure 15. Community Review Certificate is presented to IMPACT staff at the Final Community Review Meeting in November 2017



ANNEX I: COMMUNITY REVIEW ASSESSMENT TOOL

I. Mission and Guiding Principles

Standards/ Strategies	Supporting Evidence
<p>1. Program's mission statement clearly relates to the DHHS mission.</p>	<p>IMPACT Silver Spring (IMPACT) Mission is "to build and sustain community-based networks that ignite local inclusive economies and vibrant communities."</p> <p>Where most nonprofits deliver traditional programs and services, IMPACT is working hard to impart an idea, concept, perhaps even a philosophy of the benefits of interconnectedness and how grassroots people can work to help each other. As reviewers witnessed when attending IMPACT- supported events, the organization is less a direct service provider and more an extremely effective and appreciated support and empowerment mechanism for local low-income communities, especially of color.</p> <p>IMPACT employs a very unique capacity-building approach to the communities it serves that aligns extremely well with MC's DHHS. The fact that its mission is hard to describe does nothing to take away from its ability to serve grassroots communities through interconnectedness rather than direct service delivery.</p>
<p>2. Program has clear goals, objectives and strategies to accomplish its mission.</p>	<p>Its mission may be difficult to explain in 25 words or less, but its goals and objectives are extremely well thought out and demonstrate a keen awareness of what communities need and want. This was obvious during site visits by this reviewer who observed how intent and appreciative grassroots participants were during an ESOL class and a female self-esteem session supported by IMPACT. The volunteer instructors were amazingly well connected and sensitive to all participants and delivered nothing but positively reinforcing messages that were eagerly, warmly and gratefully received by participants.</p> <p>The unique strategies IMPACT employs to accomplish its mission revolves around a newly conceived SPACES framework to build effective and diverse community-based networks. These include Doorways (i.e. block parties, coffee chats, etc.) to enter the network; Hangouts (i.e. English classes, trainings etc.) that address concrete issues of interest to residents, while providing relationship-building opportunities; Action Circles where people come together in small groups to take action around a shared goal; Marketplaces which enable people to cross lines of difference to exchange information and spark action; One-on-One conversations, to build relationships and make connections to spark action; and Weavers, who help neighbors form purposeful relationships and initiate meaningful collaborative actions.</p>
<p>3. Staff can articulate the program's mission, goals, services and target population.</p>	<p>As previously noted, IMPACT's mission is rather unique and somewhat difficult to articulate. The greatest evidence of staff's ability to convey and demonstrate the organization's mission and goals is during the execution of their jobs. Every staff member this reviewer met and interacted with was knowledgeable, engaged and passionate about her/his work. They had a clear understanding of the organization's mission and goals, were sensitive to the needs of the communities they served, and all agreed that the main thing they do is "listen."</p>
<p>4. Program mission, goals, service, and contact information are accessible, accurate and consistent across sources such as, printed materials, information referral lines, website, and social media.</p>	<p>IMPACT appears somewhat inconsistent with how and where it displays its mission and goals. For example, although its values are prominently displayed in its office, its "vision" statement appears in its 2017 annual report, but not its "mission" statement, which may simply be a matter of semantics. But clarity and consistency are important when it comes to clear messaging. Also, the organization does not appear to have or employ a tagline, which could go a long way to helping to describe what IMPACT is and does.</p> <p>It should be noted that the organization is transitioning to a newly created logic model (T3— Truth, Trust & Transformation) and may need to change some of its messaging as the transition continues. The new model focuses on personal/interpersonal transformation, including a new "network weaver" program—i.e. a 4- month learning program, with major focus on racial differences, cross racial understanding and racial equity issues.</p> <p>The organization does an excellent job of notifying the communities it serves of upcoming events, including English/Spanish Language Exchange events and Diversity Dinners, which local</p>

	<p>community members appear to greatly appreciate. The fliers that reviewers were given as examples were written in both English and Spanish.</p> <p>In addition, staff periodically knock on doors to introduce people to HHS services, connecting residents to safety net services while listening to their needs and aspirations, which often result in start-up circles</p>
5. Program incorporates DHHS principles into policies, procedures, professional interactions and information technology (IT) systems.	<p>Most of IMPACT's field work is conducted with minimal use of IT. Most of its work is conducted face-to-face with its community residents. However, the organization's director says she is working at raising funds to create and/or acquire platforms to enhance the organization's capabilities in IT, communications and fundraising.</p> <p>This was also acknowledged in the Cafritz Foundation final report, which was submitted to the review process by IMPACT.</p>
6. Program has a system in place to identify efficiencies and improvements.	<p>The organization meets this expectation in that it is acutely aware efficiencies and improvements need to be identified and addressed and is working on creating a matrix system that will provide it with more granulated data so as to better serve its grassroots residents. Currently, most of its data points are qualitative rather than quantitative, i.e. IMPACT has powerful stories to tell, but lacks the data to reinforce them.</p>

II. Effective and Equitable Service Delivery

Standards/ Strategies	Supporting Evidence
1. Staff have accurate information and appropriate tools and are empowered to provide the highest level of customer service.	<p>IMPACT Silver Spring, for almost 18 years, has been building community-based networks, and creating diverse community “spaces” where people and organizations can cross lines of difference, increase and strengthen social connections, bring forward their gifts, and take action collaboratively. Their organizational philosophy that positive change happens by connecting people, building relationships of trust, and exchanging value in an intentional network, across lines of difference and that through intentionality, compassion, and practice, a mixed income, mixed culture community can thrive. These organizational tenets are reflected in their vision, values and logic model framework all clearly articulated by staff. Their current core network activities include: Building Neighborhood Networks, Strengthening Local Economies (micro-entrepreneurs), and Providing Low-Cost Sports to Youth.</p> <p>Spaces are the first point of contact and assessment is an ongoing process that involves talking and listening and being in the community connecting. The beauty of the work that IMPACT does is that it is without preconceived notions of what will happen and encouraging and allowing the community to identify create and design the priority of what they need.</p>
2. Clients are screened for other needs and referrals are made for eligible services available outside the program.	<p>IMPACT's staff is diverse and knowledgeable of the disparities, inequities and social determinants of the communities they interact with and they utilize this knowledge in their unique approaches to community building, outreach, connecting, engaging and empowering residents. While there is not a screening process for community members involved in IMPACT'S service activities, staff are knowledgeable of the wide range of resources and partners and avail that information to residents.</p> <p>IMPACT's network-building approach seeks to foster connection and inter-dependence - by creating the spaces and opportunities for people to meaningfully connect across lines of racial, ethnic, and socio-economic difference.</p>
3. The program informs and refers customers to appropriate resources in the community or other DHHS programs, as appropriate.	<p>All staff that reviewers met with and observed in action with community residents were highly professional and welcoming in all their leadership and interactions. They were sensitive to the diverse needs of the community and in creating welcoming and supportive spaces for engagement. In addition, staff are knowledgeable of available resources in the community, as well as willing to research and seek answers to questions from community participants. (This was strongly demonstrated during the ESOL classes and the Family Circle as well as in conversation with a member of the MCIC)</p>
4. Program regularly solicits customer	<p>While IMPACT does not consider community members as customers or the actions they utilize in the community as services they do utilize dialogue and community building techniques and</p>

<p>satisfaction information across all clients and uses information to improve program delivery.</p>	<p>informally seek feedback from community members participating in their various activities and strategies.</p> <p>They are trying to upend customer relationship and flip to we value you as a resident and all the gifts and humanity you have. Intentional decision to stay away from customer, client and services as those terms apply a one-way patriarchal relationship.</p>
<p>5. Program delivers services respectful of diverse communities.</p>	<p>IMPACT's core strategies include:</p> <ul style="list-style-type: none"> • Creating DOORWAYS for people to enter the Network like block parties and neighborhood clean-up days. • Creating aspirational SPACES and ROOMS where people can connect, exchange value, and build mutually supportive and beneficial relationships to improve their quality of life and achieve the common good. IMPACT Circles are an example of this strategy. • Intentionally connecting people in different rooms to each other and to new people and resources through MARKETPLACE moments, enabling people to cross lines of difference, exchange information and favors, spark and support circles, and have fun together. Network Nights are an example of this strategy. • Cultivating residents to share in the stewardship of the network through TRAININGS AND TECHNICAL SUPPORT <p>Staff is diverse and trained in cultural competence. The reviewers observed community network meeting, language classes and family circle. In all cases staff and community volunteers demonstrated a high level of respect and masterful leadership in group facilitation.</p>
<p>6. Print and multimedia communication materials and forms are developed in easy to understand language, taking into consideration literacy level, cultural, and linguistic appropriateness and people with other forms of communication needs.</p>	<p>Print and multimedia materials are available and easy to understand, and translations are available. Reviewers were provided several examples of upcoming events with flyers and brochures. In addition, simultaneous interpretation English to Spanish is provided. The reviewers were also provided Spanish to English simultaneous translation while observing the family circle at Highland Elementary School.</p>
<p>7. Program is aware of and uses translation services to serve non-English speaking customers.</p>	<p>Several staff are bi and tri lingual. IMPACT has a pool of skilled interpreters that are used on a regular basis at all of their Network Spaces to insure accessibility for non-English speakers.</p>
<p>8. Program staff are knowledgeable about and provides reasonable accommodations and accessible facilities for customers with disabilities.</p>	<p>IMPACT utilizes many public buildings for their meeting spaces and they meet ADA physical access requirements. In addition to public buildings several faith community's buildings are used. The reviewers went to Clifton Baptist Church to observe an English class and the church was accessible.</p> <p>Boiler plate language could be used on flyers and announcements about how IMPACT makes reasonable accommodations – how to request for sign language interpreters and how printed materials could be formatted for individuals who are blind or visually impaired.</p>
<p>9. Staff are knowledgeable about and provides reasonable accommodations for customers with limited access to transportation (i.e., bus ticket, taxi</p>	<p>Transportation and assistance is not a part of IMPACTS scope. They do work to make sure events and activities are held in facilities that are readily accessible to public transportation. They work very hard to have meetings in places that are easily accessible to community participants.</p>

	voucher, etc.).	
10.	Services are delivered in facilities that are accessible to clients.	IMPACT utilizes many public buildings (Schools, community centers, libraries, county buildings) for their meeting spaces and they meet ADA physical access requirements. In addition to public buildings several faith communities' buildings are used.
11.	Services are delivered in facilities that are safe, comfortable and welcoming to clients.	The community engagement techniques employed by IMPACT make it imperative that spaces are safe, comfortable and welcoming to encourage solid community engagement and participation. IMPACT uses circles, so everyone can be seen and heard and facilitate respectful conversation.
12.	Information on how to access or apply for services is available online for clients.	General information on IMPACT activities in the community is posted on their website calendar. Activity/initiatives flyers or special events are also available.
13.	Program services are received in a timely manner.	NOT APPLICABLE
14.	If the program has a waiting list for services, staff are working to eliminate the waiting list.	NOT APPLICABLE
15.	Program regularly reviews changing client outcomes and population needs data and incorporates findings into their practice.	IMPACT meets weekly to review progress on quarterly work plans and budget; a staff team is working to develop indicators to measure and evaluate outcomes in particular from the newly developed logic model. The executive director acknowledges the challenges of the organization in developing and measuring outcomes and results that are quantitative. IMPACT also utilizes dialogue debriefing processes on what went well and what needs to be changed or improved. This information is documented and utilized to make adjustments and improvements.
16.	Are Data on race, ethnicity, country of origin and/or preferred language collected on clients.	One staff person has begun to use a pre-survey form to collect some personal information for a profile and baseline. The form is used again at the end of the sessions to determine if participants have increased connections and relationships and belonging. It is hoped with further technology platforms that IMPACT might be able to devise a method to collect information that is not intrusive and has a light overhead and an easy process.

III. Accountability

Standards/ Strategies	Supporting Evidence
1. Program applies evidence-based practice to the design and delivery of services.	The development of IMPACT's circle model was guided by the organization's value set. While IMPACT SS is aware of similar programs in other communities, IMPACT's program offerings are unique and specific to Montgomery County. IMPACT reported it uses the newly developed SPACES framework to build effective and diverse community-based networks. To do so, IMPACT creates Doorways (i.e. block parties, coffee chats, etc.) to enter the network; Hangouts (i.e. English classes, trainings etc.) that address concrete issues of interest to residents, while providing relationship-building opportunities; Action Circles where people come together in small groups to take action around a shared goal; Marketplaces which enable people to cross lines of difference to exchange information and spark action; One-on One conversations, to build relationships and make connections to spark action; and Weavers, who help neighbors form purposeful relationships and initiate meaningful collaborative actions.
2. Program sets monthly/annual targets for outcome measures.	IMPACT's logic model sets their outputs/activities, as well as short, mid-term, and long-term outcomes. A staff team is currently working to develop indicators to measure and evaluate these outcomes. Each network builder creates a quarterly work plan that sets forth specific goals and targets. Progress on work plans are reviewed on a regular basis with the Senior Network Coach. The program is working on developing outcomes.
3. Management routinely monitors outputs and	Senior staff are in regular and close communication with network builders and residents to monitor the effectiveness of network building strategies and practices. Currently, reported results are largely qualitative in nature--gleaned from one-on-one meetings and network

meaningful outcomes data and uses measures to determine results.	builders' monthly reports. IMPACT is working to develop indicators to qualitatively measure and evaluate outcomes and outputs.
4. Program managers regularly disseminates the program's performance data with staff.	Monthly staff meetings occur where both qualitative and quantitative data and information is shared. The data and information are actively discussed by staff and are used in the spirit of continuous improvement. IMPACT staff is highly agile and uses shared information and data to make necessary program adjustments, based on the needs of residents. For example, after the August 2016 fire at Flower Branch apartments, IMPACT became a primary support for residents.
5. Program compares results/ trends with similar programs in other jurisdictions or appropriate benchmarks.	This is being done to the extent possible. IMPACT is a unique program.
6. Are managers utilizing reporting tools and data?	An Annual Report both provides hard data on the number of residents engaged by IMPACT as well as descriptions of some resident actions generated through the Spaces framework. While IMPACT is currently developing quantitative indicators, the organization is and will remain committed to using qualitative data to assess effectiveness and to support opportunities for continuous improvement.
7. Program holds staff accountable to demonstrate respect, professionalism, timelines and fairness.	Yearly contract monitoring reports and visits are done by DHHS. The program is in full compliance with all items reviewed in FY17 In addition to demonstrating a high level of professionalism, staff exhibits an extraordinary commitment to the mission, values, and goals of the organization. Staff is diverse and trained in cultural competence. The reviewers observed a community network meeting, language classes and family circle. In all cases staff and community volunteers demonstrated a high level of respect and masterful leadership in facilitating a diverse group.
8. Program has participated in the Quality Service Review (QSR) process.	NOT APPLICABLE
9. Program has a clearly written policy for handling complaints/disputes about the delivery of services that is available to clients.	The role of IMPACT staff is not to provide a direct service, but rather, to facilitate, encourage and support residents to self-identify goals and actions plans to meet those goals.
10. A notice of privacy practices (NOPP) is visibly posted in public areas and is provided to clients.	NOT APPLICABLE As part of the Spaces process, groups always develop a set of ground rules that address privacy and confidentiality issues. IMPACT does not keep official records of program participants.
11. Staff always adhere to appropriate information security safeguards when sharing confidential documents.	NOT APPLICABLE
12. Client files are stored in a secure area and confidential	NOT APPLICABLE

information is not in plain view.	
13. Staff practices discretion and has safeguards in place when discussing sensitive client information.	NOT APPLICABLE

IV. Capable and Engaged Workforce

Standards/ Strategies	Supporting Evidence
1. Program has sufficient staff and appropriate resources to support goals.	IMPACT is fully staffed and has appropriate funds to meet its current mission and goals. However, like many nonprofits in this era of extreme needs, it would like to serve more people with more services, plus increase the salaries of staff. To this end, its director is working towards increasing fundraising opportunities and establishing a communication's platform for getting more info out about the organization.
2. The program budget reflects and supports the program's mission and significant needs.	Currently 62% of IMPACT's annual support comes from contracts with Montgomery County Government. The balance comes from private foundations, fundraising from individuals and corporations, and participant fees from its sports programs. It is working to diversify its future funding streams to ensure that the organization's important work can continue in the future even if funding priorities of current funders change over time. IMPACT's base budget contract, according to its contract manager, is \$273,094.80 for FY18, which is adjusted for inflation annually. Additionally, the organization receives a \$220,640 Executive Grant from the County, which is not adjusted for inflation, has remained steady over the years.
3. To ensure appropriate planning and sustainability, the program follows a process to communicate budget needs and alternate funding strategies, engaging the department and other entities as required.	According to IMPACT's contracts manager, the organization is very much in compliance with MC's budgetary process as it relates to communicating budget needs and alternative funding strategies. They adhere to their budget throughout the year, submit invoices on time and otherwise are always transparent and responsible to the budget process.
4. Job descriptions are in place for position and reflect the individual's role in achieving the program's goals.	Position descriptions, provided by the org, are in place for every employee. From this reviewer's observations the organization's staff appears eminently qualified and passionate about fulfilling the org's mission.
5. Staff responsibilities and activities are appropriately aligned with their position description.	Based on position descriptions provided by the org., staff are working to the full extent of their position descriptions, putting in the extra time, if necessary, to make sure their jobs get done.
6. Staff have the knowledge, skills, awareness and training required to formulate, implement, execute, and manage services to customers.	As observed by this reviewer, staff is eminently well-trained and qualified to execute their individual job descriptions.

7. Performance plans and evaluations are conducted on a regular basis for staff (as per Performance Management Cycle).	The organization's contract manager noted that before IMPACT implements any significant changes, it seeks advice and assistance from external, objective evaluators.
8. Program management utilizes techniques to ensure staff is effectively working to meet goals.	IMPACT employee's regular performance reviews of its staff to ensure they are effectively meeting their goals.
9. Program provides opportunities for volunteers, interns and/or students.	Opportunities are made available—and encouraged—to both teens and adults. For example, reviewers sat in on an ESL class where three students from Blair High School volunteered part of their evening to help teach English to non-English speakers. The students were actively engaged for the entire 2 hours of the class and their service was acknowledged and appreciated by the volunteer adult instructor.
10. Program ensures that volunteers, interns and/or students understand their role by providing job descriptions, training, and supervision.	Opportunities are made available—and encouraged—to both teens and adults. For example, reviewers sat in on an ESL class where three students from Blair High School volunteered part of their evening to help teach English to non-English speakers. The students were actively engaged for the entire 2 hours of the class and their service was acknowledged and appreciated by the volunteer adult instructor.
11. Program staff have received emergency preparedness guidance, training and have a plan in the event of an emergency.	IMPACT works closely with HHS with respect to emergency preparedness, especially in the aftermath of the Piney Branch explosion/fire

V. Service Delivery Transformation

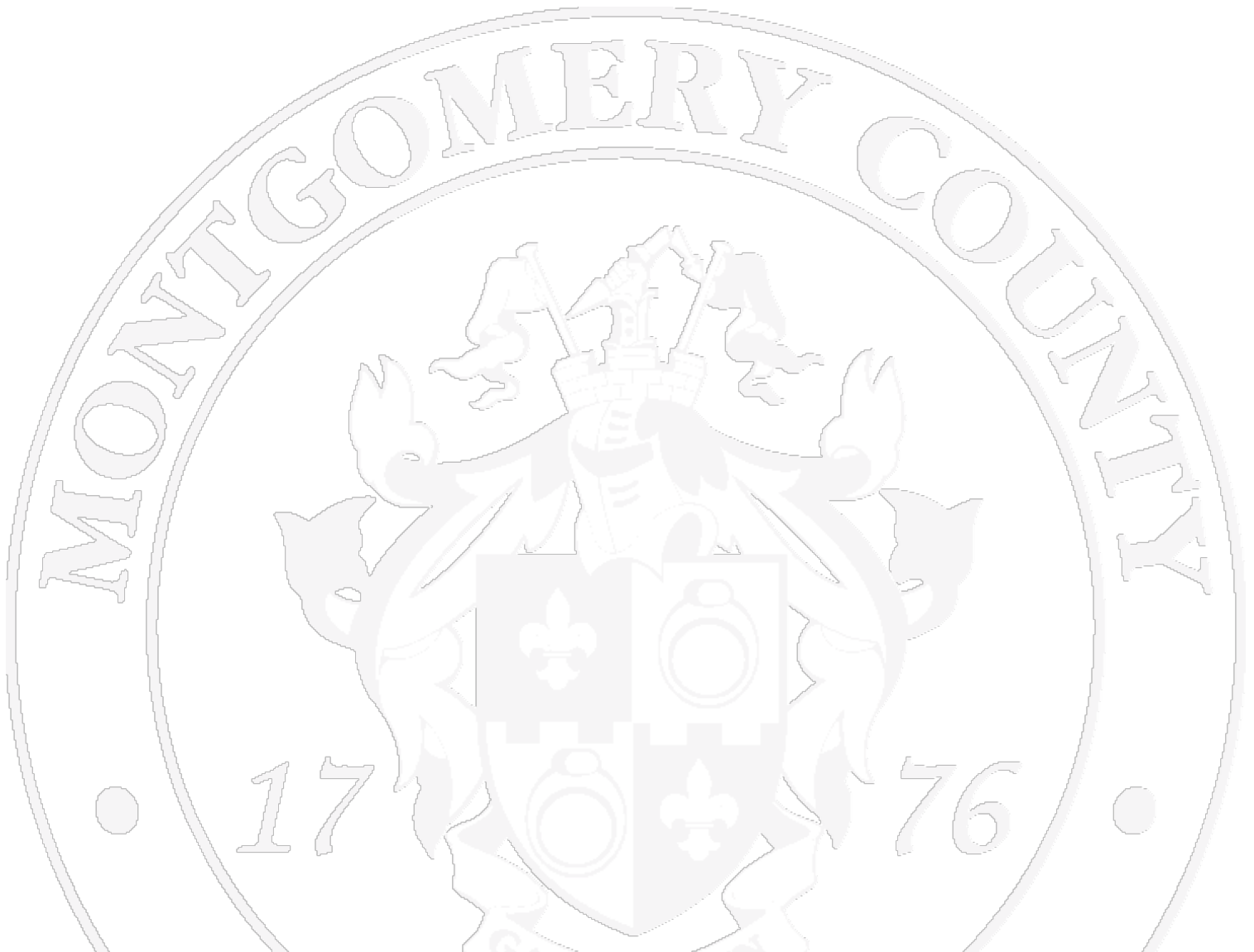
Standards/ Strategies	Supporting Evidence
1. Manager promotes, and staff are working towards an integrated seamless services delivery approach for problem solving and case reviews.	Impact's model is not one of direct service. However, it's programs are grounded in providing an integrated model in support of building a more racially and economically equitable community. Its primary goal is to break down barriers and to create networks of connection and action at the individual, neighborhood and systems level
2. Program is aware of, and participated in, the Intensive Team Meeting (ITM) process to support service integration and collaboration across service areas, County departments and community providers.	Providing residents with information about resources as well as safety net services are among the many roles of IMPACT staff. IMPACT has deep and strong connections in the Long Branch, Wheaton and Gaithersburg communities and is able to quickly and effectively access referral networks.
3. Staff effectively uses appropriate	Staff exhibits agility and capabilities with various software and online platforms (Google, VerticalResponse, CiviCRM) and hardware (video cameras, phones, laptops, projectors)

technology to support work and achieve program goals.	
4. Program has an on-going training curriculum and accountability structure to ensure full utilization of the electronic Integrated Case Management (eICM), Electronic Health Records (eHR) and/or Electronic Content Management (eICM) systems.	Impact does not keep individual resident records. However, it does annually keep track of and report the number of residents who pass through each of the Spaces identified in the Spaces Framework (Doorways, Hangouts, Action Circles, Marketplace, One-on-One, Weavers)
5. Program staff effectively use eICM, eHR and/or eICM systems for service delivery and to monitor client and program outcomes.	NOT APPLICABLE
6. Program staff are accessible by telephone and e-mail, and voicemails are responded within one business day.	Impact places a priority on personal contact with residents, and, as such, strives to be physically present in the community as much as possible. Email and telephones are used by staff and network builders and offer additional ways to access staff.
7. Program uses electronic and social media (webpage, Facebook, Twitter, etc.) to conduct outreach and promote services to customers.	IMPACT regularly uses the following electronic and social media tools for outreach: website, Facebook, WhatsApp, e-newsletter, e-blasts, CiviCRM database, Eventbrite, and Google Suite. While accepting of the value and efficacy of electronic and social media, IMPACT's priority is on building in person and real-time relationships

VI. Collaborative Partnerships

Standards/ Strategies	Supporting Evidence
1. Program is continually developing and building community partnerships to promote innovative solutions to current and emergent challenges.	IMPACT'S network approach includes connecting residents to resources and opportunities that can help them achieve their goals. For example: Life Assets runs small business trainings for aspiring entrepreneurs; the TESS Center provides space for English language classes; and the Department of Environmental Protection provides Stream Steward trainings for community clean-up teams. In addition, nonprofits such as Manna provides nutrition workshops for parents
2. Staff regularly collaborate with the provider community in identifying potential solutions	A fundamental component of IMPACT's mission is to connect people to resources (see above). According to the organization's contract manager, IMPACT has been able to build trust over the years, both with the provider community and the people it serves, and as a result have been able to achieve and implement collaborative relationships with both communities

for efficiencies and improvements.	
3. Program regularly solicits the broad input of clients and the community to support proactive planning and improve services.	Through its innovative network of doorways, hangouts, one-on-ones, action circles and marketplaces, IMPACT staff appear to be in intimate contact with their grassroots neighborhoods and communities



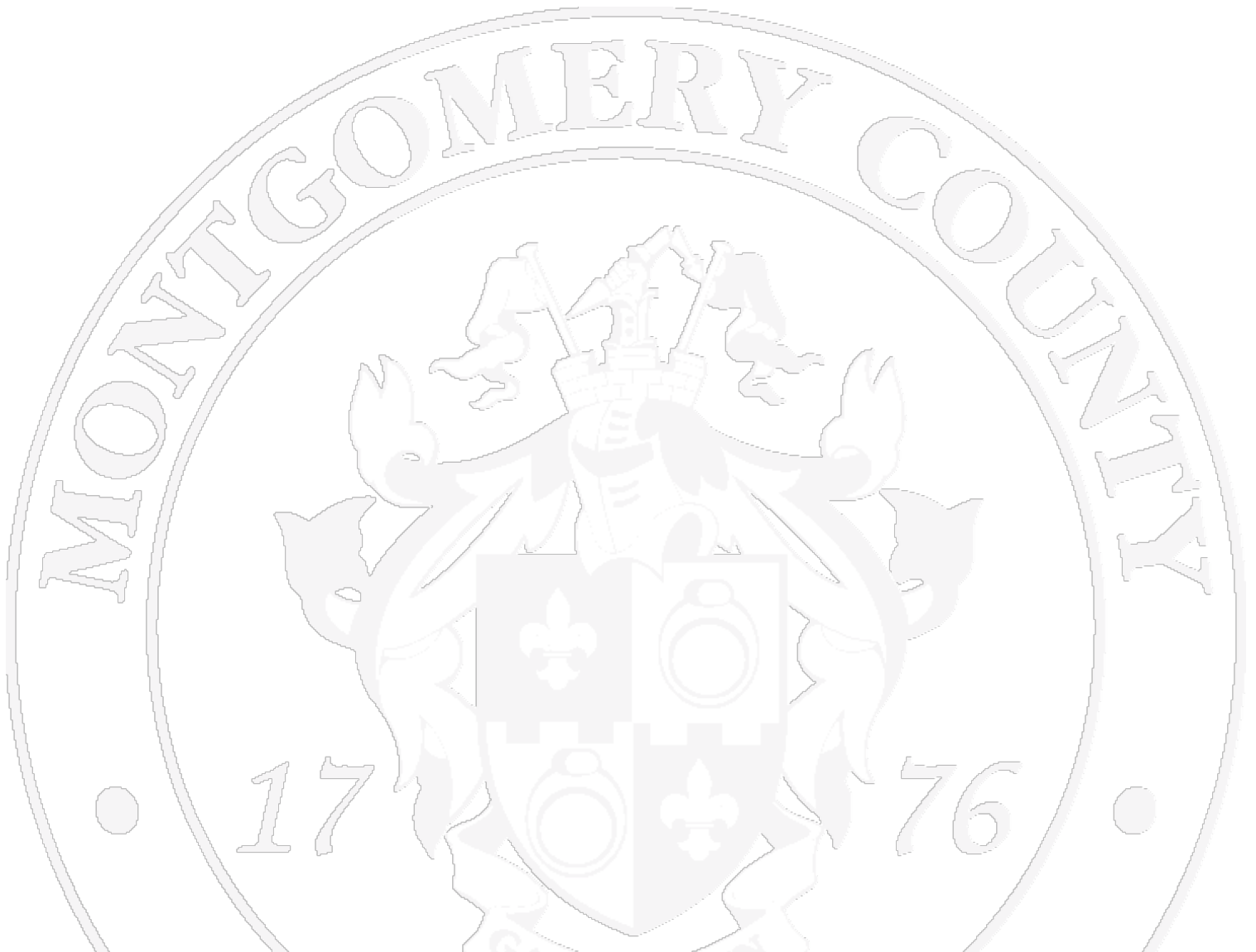
ANNEX II: Americans with Disabilities Act Checklist

This review notes general impressions and observations about ADA compliance. It is not a formal assessment for ADA compliance.

Accessible Parking/ Route of Travel	Yes/ No*/ NA
Is there clearly marked accessible parking? ADA parking regulations require 1 accessible space per 25 spaces. The first space should be a van accessible space-8ft. parking space plus an 8ft. access aisle.	Yes
Is there an accessible path of travel between the parking space and the main entrance of the building? Look for curb cuts, ramps, etc. Follow the travel path and see if you think someone using a walker or wheelchair would encounter any problems.	Yes*
If the main entrance is not accessible, is there a clearly marked alternative route to the building that is accessible? Again, follow this route and see if you encounter any problems.	
Does the route appear to be wide enough for a wheelchair user (at least 36 inches)?	Yes
Is the front door wide enough (at least 32 inches wide) for a wheelchair to get through?	Yes
Can you open the door without too much trouble? If not is there an automatic door or doorbell to ring for assistance?	Yes
Accessible Interior Space	Yes/ No*/ NA
Can you reach the main office by an accessible route?	Yes
Is the aisle at least 36 inches wide and clear of boxes and protruding items?	Yes
Are interior doors wide enough for wheelchair access (32 inches wide)?	Yes
Is there an accessible bathroom?	Yes
Does the door open easily or is there an automatic door?	Yes
Is there a water fountain that can be used by those using wheelchairs?	N/A
Are interviewing or counseling rooms accessible for someone in a wheelchair?	Yes
Program Accessibility	Yes/ No*/ NA
Do staff know how to request a sign language interpreter?	
Is your program walk-in or first-come-first-serve?	N/A
If yes, are staff aware they should make appointments for people with disabilities upon request?	
Will staff members assist people with disabilities in completing applications if necessary?	Yes
Do staff know how to provide information in alternate formats such as Braille or large print?	
Does the program permit service dogs to accompany clients? There are no licensing requirements or identifying equipment needed to prove that the dog is a service dog. The client may be asked if the dog is a service dog and what the dog is trained to do. Those are the only questions that can be asked.	
If the program has a website, is it accessible to users who are blind or have visual impairments?	Yes
Has your program received any complaints within the last year from people with disabilities? If so, explain:	No
Are meetings held in accessible locations?	Yes
Do meeting notices include a statement explaining how to request a sign language interpreter or other accommodation?	No
Does the program have a lot of telephone contact with clients?	Yes
If yes, are program staff trained to use Maryland Relay?	Yes
If yes, are program staff trained on Video Relay?	
Are program staff trained on the use of the TTY? *Note, crisis programs or 911 systems only	
Does the program brochure and website inform people of how to request the information in an alternative format or request other accommodations?	No

*Reviewer comments (if no):

- The Silver Spring IMPACT Office located at 825 Wayne Avenue, is in a high-rise building. There are 2 accessible parking spaces in the pay parking lot.
- IMPACT Silver Spring conducts community meetings and classes in a variety of locations – churches, schools and community recreation centers. It follows ADA compliance as appropriate for each facility used.
- ADA Boiler plate language for flyers, brochures and other activity announcements of how to request accommodations.



ANNEX III: Reviewers

The Department of Health and Human Services extends appreciation to the following independent reviewers who volunteered their time for the community.



Larry Checco

Larry Checco is president of Checco Communications and a nationally sought-after speaker and workshop facilitator on leadership, organizational management and branding. He also serves as a consultant to both large and small nonprofit organizations, companies, foundations and government agencies. Mr. Checco's books, *Branding for Success: A Roadmap for Raising the Visibility and Value of Your Nonprofit Organization*, and *Aha! Moments in Brand Management: Commonsense Insights to a Stronger, Healthier Brand* have sold thousands of copies throughout the United States, Australia, Canada, South Africa, Sweden, Israel, Southeast Asia and elsewhere around the globe. Mr. Checco also writes political and economic columns, as well as personal essays for several online publications, including *Accountability Central*, *Inequality.Org* and *BoomerCafe*. He has been recognized as a leading communications professional, and his articles are cited and reprinted on countless websites. Mr. Checco holds a degree in Economics from Syracuse University, as well as an MA in Journalism and Public Affairs from American University.



Laura Steinberg

Laura Steinberg's career with the Montgomery County Public Schools included work in the areas of educational accountability, policy development, and formal reporting to local, state and federal officials. She served as the legislative liaison to Annapolis and Rockville, representing the Board of Education before the State Legislature and the County Council. Her volunteer activities included participation in local and countywide PTA, leading a coalition of parent, business and community organizations, advocating for schools in Takoma Park/Silver Spring, chairing several County-sponsored advisory boards focused on the revitalization of Silver Spring, and was a founding member of the Interfaith Family Project of Greater Washington, DC. Ms. Steinberg previously served on IMPACT Silver Spring's Board of Directors.



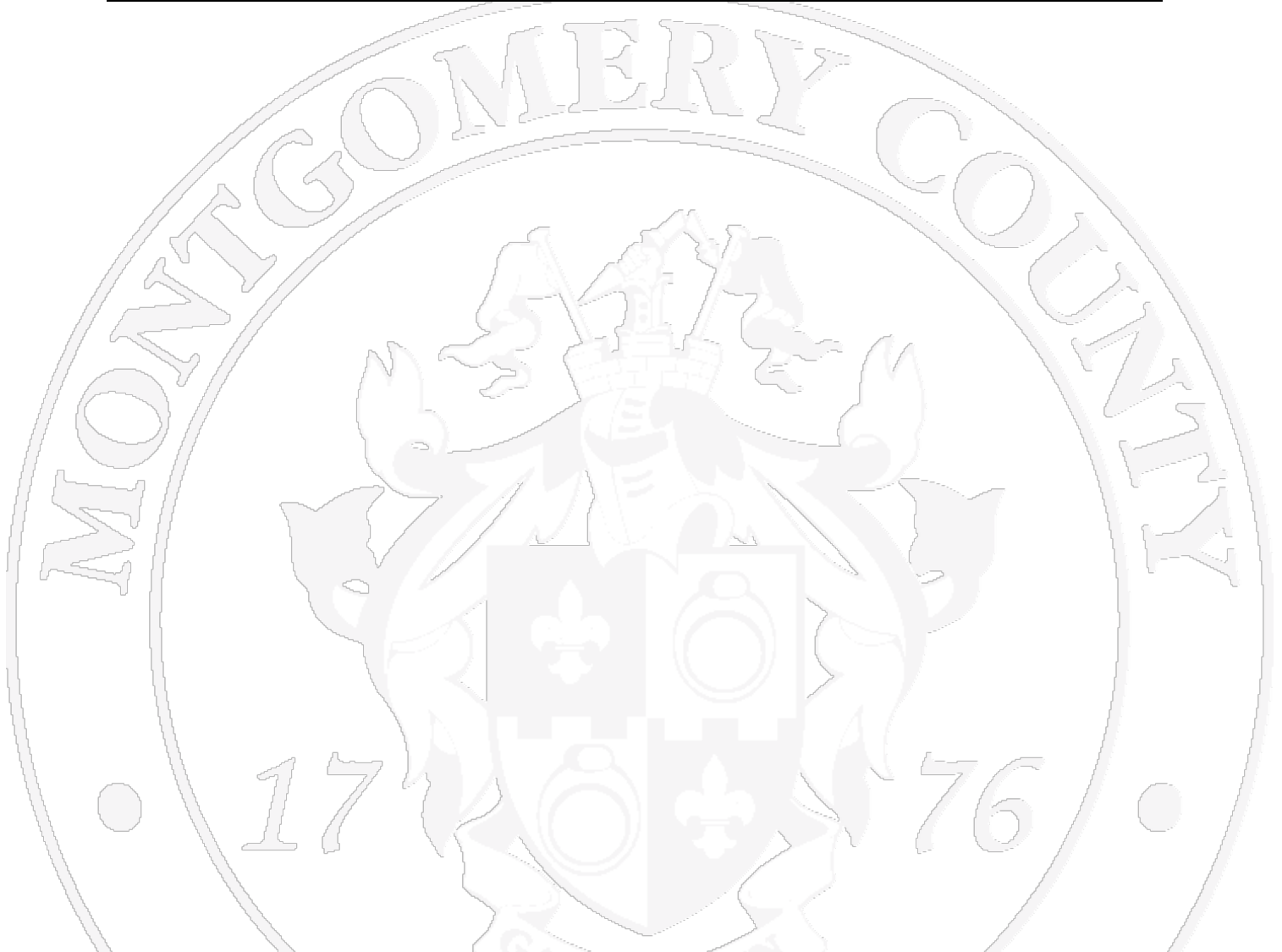
Beth Zeidman

Beth Zeidman is a Certified Therapeutic Recreation Specialist working with individuals of all ages and abilities and retired from Arlington County's Department of Parks and Recreation after 31 years of service where she held various supervisory and management positions as well as special assistant to the Director. She has a graduate degree from George Washington University and completed certificate programs in Organizational Development and Transformational Leadership at Georgetown University. She has served on National Boards as well as presented at numerous National, State and local conferences and has been an adjunct instructor at several Universities in the Metropolitan Washington Area. Most recently, a graduate of Senior Leadership Montgomery and the Legacy Leader Institute on Public Policy at the University of Maryland. She is also a founding member of the Community Research Advisory Board, part of the University of Maryland Center for Health Equity. She has been conducting Community Reviews for 7 years.

ANNEX IV: Interviewees and Participants

The independent review panel met with and interviewed the following staff, participants and community partners, and wishes to extend appreciation for their participation in this Community Review. The list is not exhaustive, as additional program staff may have been unintentionally omitted from this list.

Name	Title	Organization
Aizat Oladapo	DHHS Contract Manager	DHHS Montgomery County
Jayne Park	Executive Director	IMPACT Silver Spring
Michael Rubin	Managing Director	IMPACT Silver Spring
Lanita Whitehurst	Senior Network Coach	IMPACT Silver Spring
Carlos Iglesias	Long Branch Network Builder	IMPACT Silver Spring
Carmen Hernandez	Senior Wheaton Network Builder	IMPACT Silver Spring
Carolyn Lowery	Wheaton Network Builder	IMPACT Silver Spring
Sara Mussie	Long Branch Network Builder	IMPACT Silver Spring
Victoria Hall	Network Guide	IMPACT Silver Spring
Rubidia Machado	Network Guide	IMPACT Silver Spring
Nuri Funes	Grandview Circle	IMPACT, Community Volunteer
Amilcar Pena	Financial Cooperative	IMPACT Silver Spring
Nanette Alvey	IMPACT Board Member	IMPACT Silver Spring
Chris Sales	IMPACT Board Chair	IMPACT Silver Spring





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