



CHANGE

NOTE FROM THE EXECUTIVE DIRECTOR

Dear Friends:

At a racial equity workshop that several of us attended this year, we were introduced to the fish-lake analogy: when fish in a lake are dying, the typical response is to try and fix the fish, instead of examining and changing what is wrong with the water. Applying that analogy to Montgomery County, we can see that despite an array of services, programs, and trainings that are aimed at fixing the fish, far too many people are languishing, and most of these folks are people of color. And despite the enormous investment of public and private philanthropic dollars in these efforts, the stark income and wealth disparities continue to persist and grow along racialized lines.

At IMPACT, we have named historical and structural racism as the poison and contaminant. We believe that the process of purifying the water requires a multi-level change process that starts with ourselves as individuals, and how we see and relate to one another by first understanding our shared history and context. It requires a significant restructuring of communities, organizations and systems rooted in the creation of a new culture where we re-socialize ourselves away from the dominant ideology of individualism, ego, competition, fear, self-interest, and top-down command and control. The transformed culture we are building through our network approach enables people to grow into the strongest healthiest versions of themselves, prioritizes the quality and depth of our connections and relationships, and harnesses our collective intelligence through distributed leadership so we can imagine and create a better world together. Our work at IMPACT is to transform the water that is our context, and ourselves as its inhabitants and keepers.

Something's wrong with the water. We invite you to join in the clean-up.



Jayne Park
Executive Director



IMPACT'S VISION

Every resident leads a full and quality life in a racially and economically equitable Montgomery County.

IMPACT'S 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 commit to revealing, understanding, and disrupting racism, hatred, and other forms of oppression.**
- **We build relationships that are mutual and reciprocal.** We believe that everyone has something to offer others, and something they need from others. We give equal respect to all kinds of knowledge.
- **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 talents.

IMPACT'S MULTI-LEVEL RACIAL EQUITY TRANSFORMATION PROCESS

INDIVIDUAL TRANSFORMATION

CHANGING HEARTS AND MINDS

Through participation in IMPACT spaces: Individuals from diverse backgrounds will deepen their self-awareness and awareness of others, enabling them to better understand, resist, and counter historical and structural racism.

NEIGHBORHOOD TRANSFORMATION

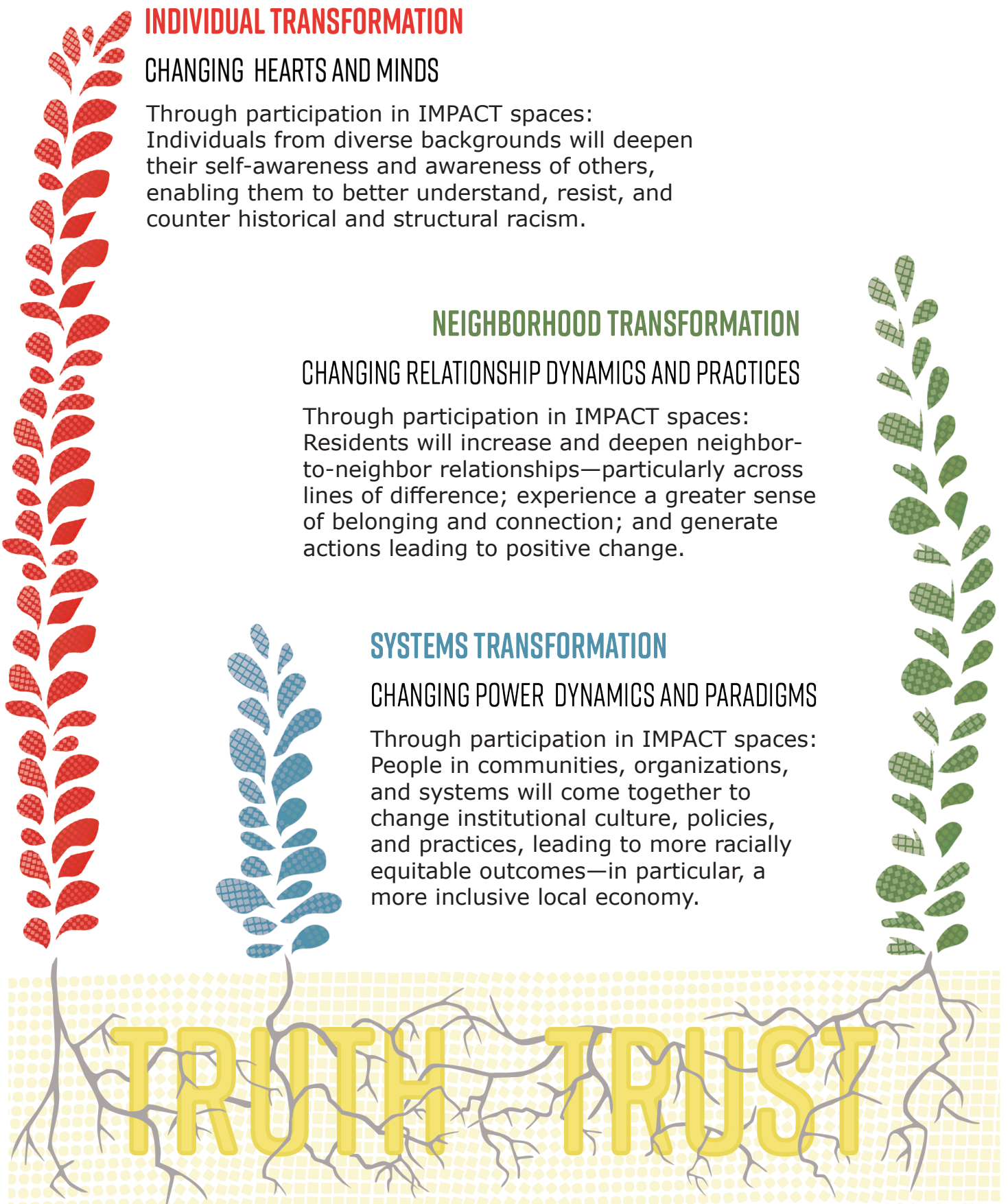
CHANGING RELATIONSHIP DYNAMICS AND PRACTICES

Through participation in IMPACT spaces: Residents will increase and deepen neighbor-to-neighbor relationships—particularly across lines of difference; experience a greater sense of belonging and connection; and generate actions leading to positive change.

SYSTEMS TRANSFORMATION

CHANGING POWER DYNAMICS AND PARADIGMS

Through participation in IMPACT spaces: People in communities, organizations, and systems will come together to change institutional culture, policies, and practices, leading to more racially equitable outcomes—in particular, a more inclusive local economy.



TRUTH TRUST

INDIVIDUAL TRANSFORMATION



THE NETWORK WEAVER LEARNING PROGRAM



"I always knew that I grew up working class, but participation in the Network Weaver Learning Program helped me explore that more deeply and come to some new understanding."

*-Karen Elrich,
NWLP Participant*

At IMPACT, we agree with Grace Lee Boggs that to transform the world, we must first transform ourselves. Ms. Boggs' assertion, paraphrased here, is especially enlightening today as age-old societal problems continue to baffle those seeking change.

The notion of starting small, with ourselves, and with each other is central to IMPACT's goal of achieving equity, justice, and liberation.

We know that for our own transformation to fully take root, we need opportunities to slow down and question, explore, and introspect with others about deep social issues. The IMPACT Network Weaver Learning Program (NWLP) aspires to offer that essential space—a place and time for people to gather in ways that allow personal transformation and meaningful relationships to take hold.



"Growing up, I was taught that to produce change, one must value being of service to others. Through the Network Weaver Program, I learned that service with others can create great changes."

-Dione Cole, NWLP Participant

In October 2017, IMPACT launched the pilot NWLP with 16 diverse community members spanning all walks of life, races, ages, and cultures. We kicked off with a day and a half retreat, diving deeply into race and culture. For a total of five months, participants journeyed together, attending facilitated sessions designed to grow understanding of our current context and imagination for how we might do things differently. Session topics included: historical truth-telling, hierarchies versus networks, dominant culture, and *Strengthsfinder*. The group remains together as a Community of Practice, learning from each other as we continue to pursue personal transformation and collective action with an equity focus.

NEIGHBORHOOD TRANSFORMATION



IMPACT SPORTS: A DOORWAY INTO THE IMPACT NETWORK

Sports participation can be a powerful tool for transformation, boosting physical health and promoting feelings of pride and belonging. At IMPACT, we see sports as transformative not only for the athletes on the courts and fields, but also for the neighborhoods where their families live, work, and grow.

In program year 2018, IMPACT Sports saw over **1,800 youth** participate in its year-round sports programming.



Through government funding and private donations, IMPACT was able to heavily subsidize soccer and basketball sports registration fees. All practices and games were conveniently located in neighborhoods, at local schools or park fields. For the 2018 program year, in addition to already low fees, IMPACT was able to completely remove barriers to participation by **providing scholarships to 35% of IMPACT Sports families** along with access to uniforms, practice t-shirts, shin guards, balls, and cleats.



While organized youth sports are becoming more and more out of reach in other communities, IMPACT Sports is ensuring that youth in the Long Branch and Wheaton neighborhoods of Silver Spring are able to access this important community asset.

The benefits of IMPACT sports, however, are not limited to the field. It also serves as an important doorway for parents and families to enter into IMPACT's neighborhood network of purposeful relationships. Through intentionally designed spaces, parents are able to connect and build relationships with others, experience a sense of belonging, exercise their gifts and passions, and generate actions that lead to positive changes at both the individual and community level.

"Kids who aren't even in the program come and hang out. I think they feel safe and welcome. A lot of moms and dads come too. They sit, talk, walk around the track—forget about all the things they have to do. It definitely brings community together."

-Roxana Salgado, Coach

SYSTEMS TRANSFORMATION

THE GREEN CLEAN COOPERATIVE



"To start a traditional business, you have to have a lot of knowledge by yourself, but I was able to start a business because I was working with all the other cooperative members and the organization. There was a lot of trust, and that's not something you usually find."

-Flor Gomez, GCC member

We know our economic system is not working for everyone. The stark income and wealth disparities existing in Montgomery County continue to persist and grow—predictably along racialized lines. At IMPACT, we've named structural racism as a root cause of systemic failures that result in barriers and inequity. Despite launching programs, running trainings, generating studies and reports, and giving to charities, far too many people are languishing, and it is suspiciously predictable that they are largely people of color.

But what to do about massive, racially-biased systems seemingly running on autopilot? **We believe the answer is mindful human beings intervening and creating new systems that work well for everyone.** Yes, it's a tall order, but we've seen that with awareness, will, imagination, and investment, it's possible. The Green Clean Cooperative is an example.

The Green Clean Cooperative launched in January 2018 as a worker-owned residential and commercial cleaning service. Cooperative members pooled their savings for start-up equipment and supplies. Connections made through the IMPACT network provided graphic design and marketing help. The cooperative launched as an action circle with 5 members.

Story continued on the following page

Starting any type of enterprise, especially one where people are committed to working cooperatively, is never easy, and the Green Clean Cooperative has had its challenges. But to date, **the group has 7 members, 19 clients, and is providing steady income for its worker-owners who share in profits and continue to put money back into the business monthly.**



"As a worker-owner I'm able to take home more money. If I worked for a private company, they'd pay me \$10 to \$12 per hour. With the Green Clean Cooperative, I take home about \$20 per hour. There are economic benefits."

*-Amilcar Peña, GCC member
[translated from Spanish]*

IMPACT SPACES FRAMEWORK

In each of the neighborhoods where we work, we build equity networks by:



Creating **DOORWAYS** for people to enter the network.



Hosting **MARKETPLACES** where people connect, exchange, and spark action.



Hosting **HANGOUT** spaces that address concrete issues of interest to residents.



Supporting **CIRCLES** of residents who self-organize around a shared goal to take action for positive change.



Acting as **WEAVERS** to help others tap their innate leadership abilities, connect people strategically, and serve as catalysts for self-organized actions.



Engaging in purposeful **ONE-ON-ONE** interactions to make connections, share information, extend invitations, and/or spark actions.

2018 IMPACT SPACES

At IMPACT, we believe:

- Complex problems require multifaceted, networked solutions.
- Space creation and relationship-weaving (done right) are powerful ways to foster connections and spark actions leading to positive change.

Here are examples of those beliefs in action as IMPACT spaces combined forces to improve the quality of our metaphorical water and promote equity in 2018.

TECHNICAL ASSISTANCE

one-on-ones to help promote development of new worker cooperatives.



DISMANTLING RACISM CIRCLE

an action circle that helped organize the Racial Equity and Immigrant Rights County Executive Candidate Forum.



FILM AND DISCUSSION NIGHTS

hangouts to build knowledge on topics of race, racism, and social justice.



NETWORK WEAVER LEARNING PROGRAM

weaving to build resident capacity for transformation at the individual, neighborhood, and systems levels.



COFFEE CHATS

doorways into the IMPACT network for residents waiting to access services at HHS satellite offices.

LOCAL ECONOMY ACTIVATORS

marketplaces to explore solidarity economics, exchange ideas, build relationships, and spark action.



MORE IMPACT 2018 HIGHLIGHTS

IMPACT hosted two Urban Alliance High School Interns, Cassandra Berko and Sydney Kadegonon from January - August. Sydney was the recipient of Urban Alliance's "Intern Excellence Award" and a \$1,000 scholarship.

IMPACT completed a Department of Health and Human Services Community Review of its programs. The review was overwhelmingly positive with HHS Reviewers saying, "IMPACT's theory of change and logic model... objectives and strategies are extremely well thought out and demonstrate a keen awareness of what communities need and want." The full report is available online at www.impactsilverspring.org/dhhs-report.



IMPACT is partnering with Leadership Montgomery on a series of workshops facilitated by the Racial Equity Institute from North Carolina, where participants are exploring perspectives on race, racism, and racial disparities to understand root causes of inequity.

IMPACT Executive Director Jayne Park was awarded the 2018 Margaret Ashida Leadership Award by Leadership Education for Asian Pacifics in Los Angeles, California.



THANK YOU TO OUR SPONSORS

Adventist Healthcare
American Beverage Foundation
Morris and Gwendolyn Cafritz Foundation
Christ Congregational Church
Coca-Cola Bottling Co. Consolidated
Consumer Health Foundation
Grace Episcopal Church
Greater Washington Community Foundation
J. Willard and Alice S. Marriott Foundation
Meltzer Employee Fund
Eugene and Agnes E. Meyer Foundation
Montgomery Coalition for Adult English Literacy
Montgomery County Government
Jim and Carol Trawick Foundation
United Therapeutics Corp.

IMPACT BOARD OF DIRECTORS

Nanette Alvey (Board Vice-President)
John Landesman
Chris Sale (Board President)
Brad Stewart (Board Secretary/Treasurer)
Tia Taylor
Paul Tiao
Selvyn Vasquez
Beadsie Woo

IMPACT SILVER SPRING CONTACT INFORMATION

8807 COLESVILLE RD, LOWER LEVEL, SILVER SPRING, MD 20910 | (301) 298-5117 | WWW.IMPACTSILVERSPRING.ORG