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*2015 Annual Report*

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*Because Together We Do More*

# A LETTER FROM THE CEO

In 2015, ACAM celebrated 11 years of collaborating to make a difference in our region. ACAM continues to provide innovative programming and to uphold the standards of high-performing nonprofit organizations.

ACAM invested \$1,284,783 in 2015 to increase the capacity of 14 nonprofit organizations to feed the hungry, combat homelessness, improve access to critical health and human service benefits, rebuild after disasters and help families in crisis regain stability and self-sufficiency. In addition, ACAM expanded its management support services to include another network of organizations by becoming the fiduciary for the Greater Houston Storm Recovery Network – a collaborative of more than 30 organizations dedicated to assisting disaster victims. With your support, ACAM’s network will continue to provide outstanding service.

**Building Capacity of ACAM’s Network:** As of 2015, ACAM has completed three years of NEAT© assessments for five network partners and conducted 11 food pantry assessments. ACAM has also revised the membership structure and is in the process of identifying future partner organizations. We have increased capacity through:

- Growth by all 13 partners through the support of the Infrastructure Development Grants Program and our Organizational Development Program.
- Provision of 1,872 hours of technical assistance valued at \$238,922.
- Invited 15 out-of-network partners to participate in the “All Access Program” (formerly PACE) to engage in training and networking activities.
- Completed 21 strategic objectives listed within ACAM’s 5-year Strategic Plan.

**Collaborative Initiatives:** ACAM garnered \$924,581 for collaborative initiatives in donations and grants including:

- Improving access to health services and benefits for 4,523 low-income families, or 9,782 Individuals.
- Offering unmet needs donations during the holiday season, which yielded close to 50 volunteers and 2,000 gifts and goods valued at \$16,000 for network families.
- Combatting homelessness, addressing disaster preparedness and relief, increasing food access and security and developing nonprofit infrastructure.

**Training and Networking:** ACAM offered 33 training and networking events.

- ACAM offered 30 trainings and 3 networking events attended by close to 300 participants.
- 99% of Training and Networking participants rated their experiences as “excellent/ good.”
- Pre- and post-tests for 2015 training events demonstrated that attendees’ knowledge rose by 30%.

ACAM treasures its longstanding partnerships and is looking forward to discovering new stakeholders who are interested in helping our region continue to thrive.

Yours truly,



Sharon J.L. Zachary, M.A.  
CEO

*No matter how you look at it ... ACAM Adds Value*



# RECOGNIZING EXCELLENCE

ACAM'S MISSION IS TO ADVANCE HIGH-IMPACT COLLABORATION, SERVICE EXCELLENCE AND ORGANIZATIONAL DEVELOPMENT AMONG COMMUNITY ASSISTANCE MINISTRIES.



# ACAM PARTNERS ANSWERING THE CALL FOR HELP

ACAM's partners received 14 times the average number of referrals made to the other 1,279 agencies registered with Texas/United Way 2-1-1 Helpline. The chart illustrates the growing number of referral calls to the ACAM network.

## ACAM's network organizations accomplished the following:

### Unduplicated Clients Served

Total: 257,003 Average: 19,769

### Services Provided

Total: 3,211,190 Average: 247,015

### Types of Service Provided

Total: 64 Average: 18

### Annual Expenses 2014

Total: \$48.3 million  
Median: \$1.2 million

### Volunteer Workforce

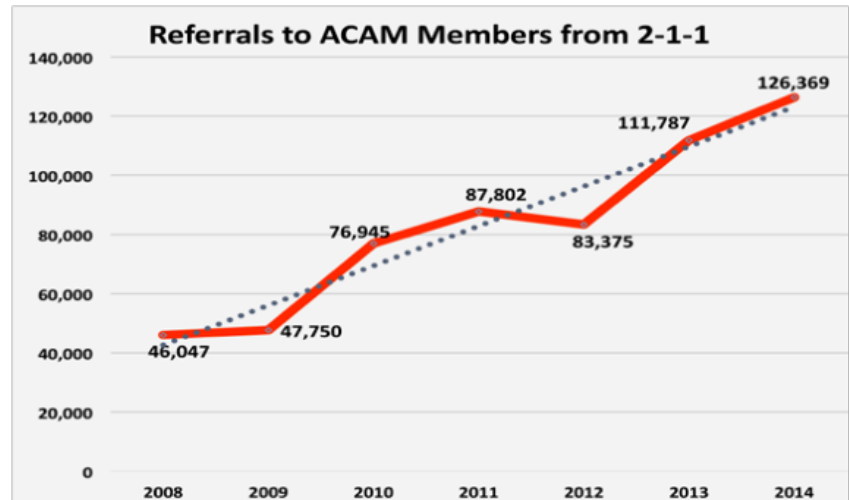
Total Number of Volunteers: 12,757  
Total Volunteer Hours: 316,795  
Value of Volunteer Hours: \$7.4M  
Average Value: \$570,231

### Personnel

Total: 482 Full Time Equivalents (FTEs)  
Average per Network Partners: 37 FTEs



The ACAM network received a total of 580,075 calls for assistance in the past 7 years.



*The ACAM Network serves a five-county region with a population of six million people. Record flooding and drops in oil prices have resulted in increased demand for basic needs/homeless prevention services. Your support is more critical than ever.*

# MAKING A REGIONAL IMPACT

## In Network Organizations:

Catholic Charities  
of the Archdiocese of Galveston-Houston  
East Fort Bend Human Needs Ministries  
Emergency Aid Coalition (EAC)  
Epiphany Community Health Outreach Services (ECHOS)  
Humble Area Assistance Ministries (HAAM)  
Interfaith Caring Ministries (ICM)  
Katy Christian Ministries (KCM)  
Memorial Assistance Ministries (MAM)  
My Brother's Keeper Outreach Center  
Society of St. Vincent de Paul  
of the Archdiocese of Galveston-Houston  
St. Vincent's House  
Wesley Community Center  
West Houston Assistance Ministries (WHAM)

## Other Collaborative Partners:

Greater Houston Storm Recovery Network (GHSRN)  
Fort Bend County Women's Center  
Interfaith of the Woodlands

We extend our appreciation for the generous support of the philanthropic community for funding ACAM's Capacity Building and Infrastructure Development Programs.

To date, ACAM has assisted organizations with \$3.9M in capacity building, infrastructure development and professional development grants to meet their goals and improve their organizational infrastructure.

### Some Results from 2015 Include:

- Five network organizations were able to upgrade technology in order to meet the needs of a growing number of clients.
- 12 partners in the ACAM network were able to utilize grant funds for essential staff to make a greater impact in the community.
- Eleven ministries used their grants to provide direct assistance to community members through case management, rental and utility assistance and food pantry programs.

*During 2015, ACAM awarded 60 grants, totaling nearly \$1.3 M to partner ministries.*

# SHARING IDEAS, SUPPORT AND SUCCESS:

Established in 2004, ACAM is a 501(c)(3) public charity and management support organization (MSO) that facilitates a dynamic, high-performing network of member ministries, funders and community partners to increase the network’s collective impact and its ability to respond effectively to community needs.

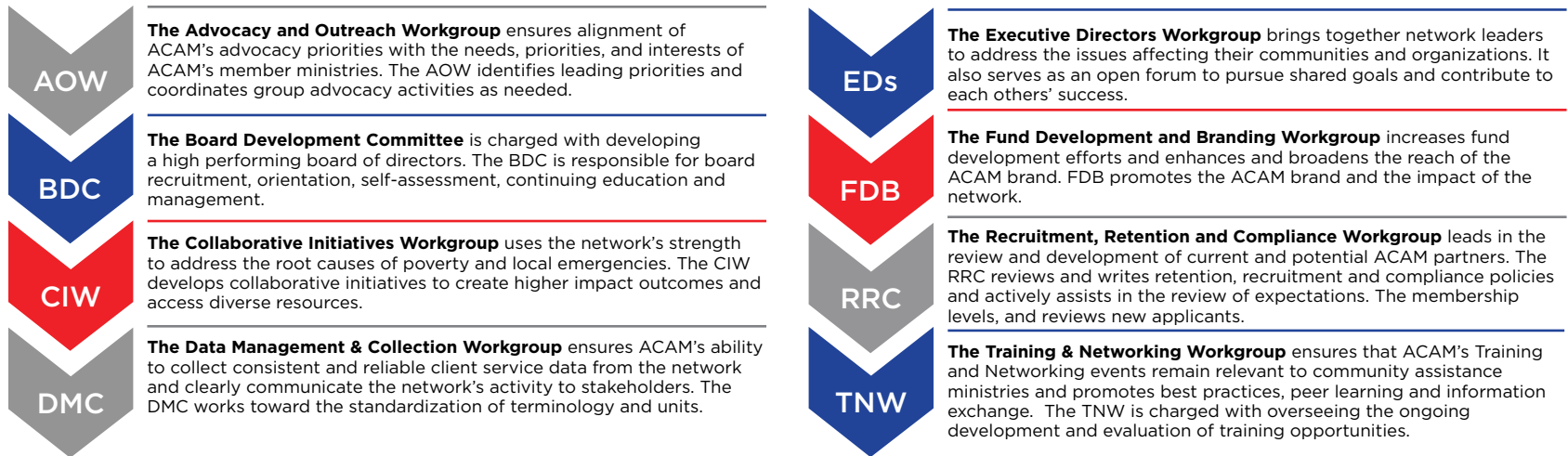
**Management** – Performs organizational assessments; distributes resources; facilitates partnerships.

**Support** – Provides technical assistance; offers an open forum for dialogue; holds targeted trainings.

**Organization** – Fosters collaboration; supports networks; convenes stakeholders; conducts research.

- As an MSO, ACAM is a**
- Collective Outcome & Region-wide Impact Evaluator
  - Participation & Collaborative Support Facilitator
  - Nonprofit Organization Assessment Leader

## ACAM Gains Momentum through the Network’s Collective Talent, Expertise and Direction

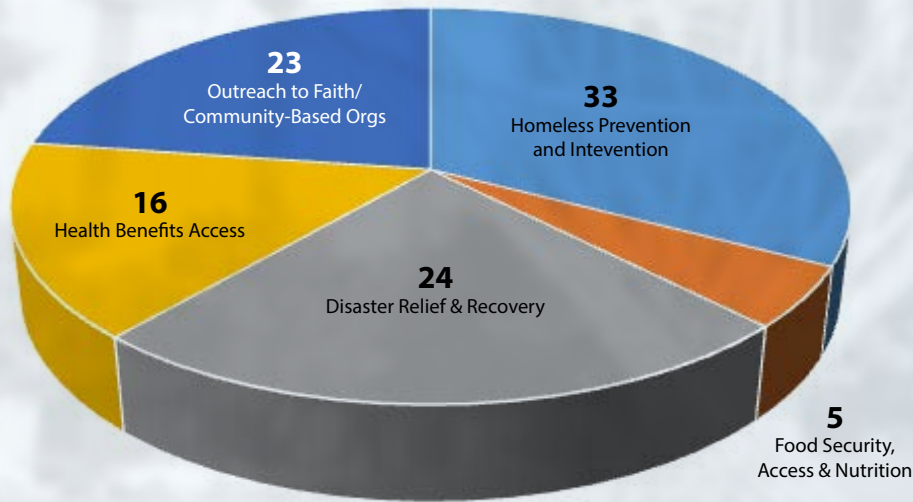


*In 2015, ACAM Volunteer Workgroups completed 21 strategic objectives within ACAM’s 5-year Strategic Plan.*

# COLLABORATING THROUGHOUT THE REGION

ACAM advocates for the region’s social service safety net. In 2015 alone, ACAM engaged in more than 101 exchanges with leaders in the community, tackling issues such as hunger, homelessness, health, storm recovery and community development.

**ACAM Advocacy Meetings in 2015**



**ACAM uses a connected approach to address regional issues**



*ACAM participates in: Alliance for Nonprofit Management, One Voice Texas, the Texas Association of Nonprofit Organizations (TANO), Hunger Free Texans, Houston Community Preparedness Collaborative, Texas Gulf Coast Regional Volunteer Organizations Active in Disaster (TGCR VOAD), Continuum of Care and more.*



# ORGANIZATIONS THAT PLAN AHEAD, GET AHEAD

NINE ELEMENTS ASSESSMENT TOOL (NEAT©)

The ACAM team helps nonprofits know their strengths and address their challenges.

NEAT© results are used by organizations that have the drive to be high-performing, efficient and impactful. The NEAT© highlights specific details for a clear vision forward and measuring stick for success.

The NEAT© has traditionally resulted in greater leadership dexterity, enhanced social enterprise operations, boosted infrastructure and strengthened support bases.

ACAM employs its own tool to measure organizations' progress and identify growth areas, so that leadership can capitalize on identified strengths and opportunities. The assessment tool is employed on-site by a trained reviewer.

The following graph demonstrates how the ACAM partners have grown by using their NEAT© assessments to facilitate positive change. For those organizations that have had multiple NEAT© assessments over six years, there was clear evidence of organizational growth.

## What ACAM's partners say about the value of NEAT© Assessments



We use the NEAT© to guide where and how we utilize our funds. It is our guide to knowing where we need to grow as an organization. The NEAT© assessment has given us a clear plan; it serves as our compass for steady growth and improvement.

– *Suzy Domingo, Interfaith Caring Ministries*



The NEAT© is extremely helpful for smaller nonprofits, and it has helped to demonstrate that ECHOS is a well-established organization. The assessment has also proved to be an invaluable training tool for new board members.

– *Jean Kegler, Epiphany Community Health Outreach Service*

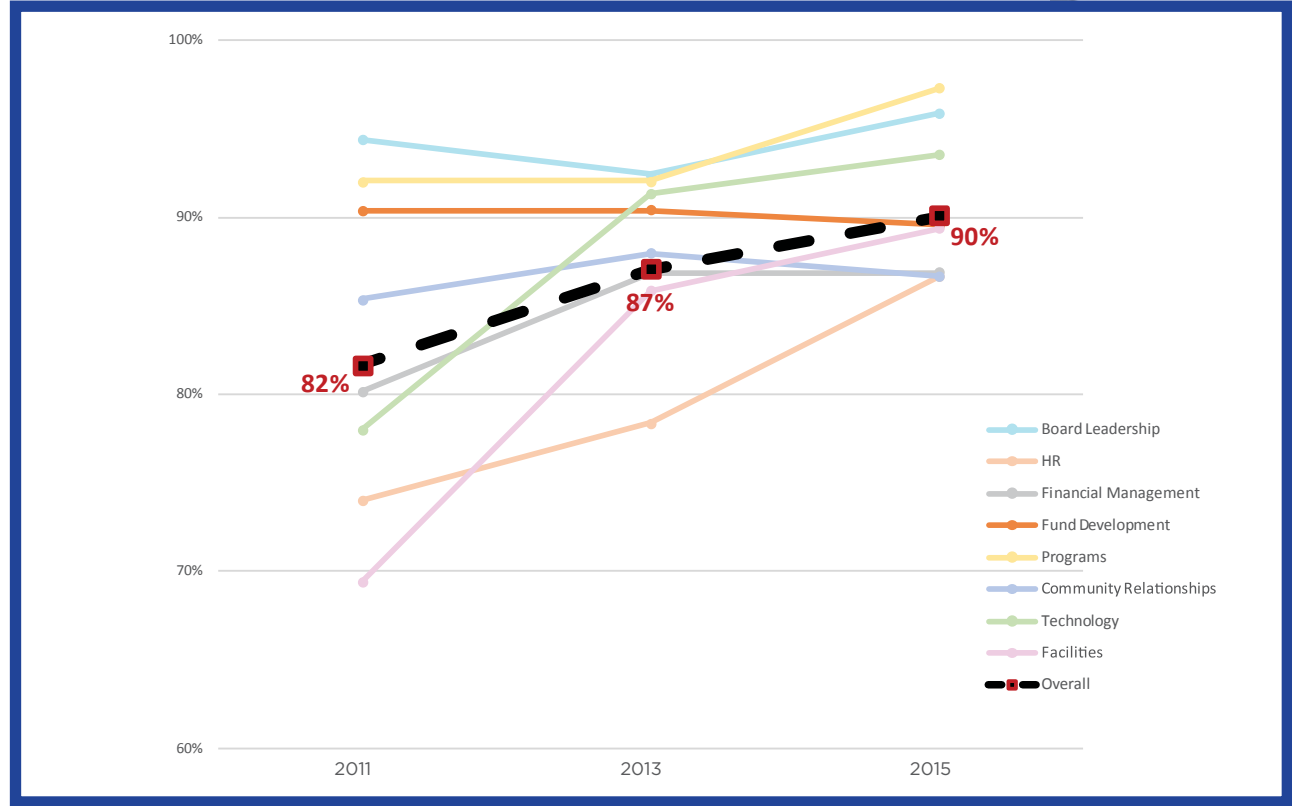


# STRENGTHENING NONPROFITS, EMPOWERING THE NETWORK



## Organizational Development: Steady Growth is the Trend

ACAM recommends that organizations have capacity assessments every two years. The results of three assessments over six years reveal organizational development is easier to do in the beginning, and optimizing requires additional time and resources.



*ACAM is now offering NEAT© assessments to other nonprofit organizations who are serious about long-term growth and making an impact.*

# ACAM SUPPORTS HEALTH BENEFITS ACCESS FOR LOW INCOME FAMILIES

## Health Benefits Access Program (HBAP)



Benefits Access Program Results

- With Episcopal Health Foundation’s generosity, the ACAM Collaborative facilitates the Health Benefits Access Program (HBAP)- helping families gain access to needed medical and nutritional benefits, substantially increasing their ability to lead healthier lives and to adopt stable sources of medical care.
- ACAM and our partner community assistance ministries are uniquely positioned in neighborhoods to provide culturally and linguistically competent application assistance at the grassroots level.
- The collaborative achieved 151% of the original application assistance goal, more than 12,000 applications.
- Clients with approved benefits applications sought needed medical attention, leading to “permanent” medical homes, which should result in fewer visits to emergency rooms.
- Because of the complex nature of applying for healthcare benefits, this program provides support for High-Risk Navigators to assist with the intricacies of the application process for families who truly need help and are highly unlikely to apply for benefits without assistance. Trained staff walk families through the process of applying for health and health-related benefits programs.
- ACAM’s research shows that people are far more likely to seek needed medical care if they have some sort of coverage.

*Unpaid medical bills are a leading cause of eviction and foreclosure.*

# THE ACAM NETWORK FOLLOWS-UP AND FOLLOWS THROUGH

## Benefit Enrollment Assistance: What's the Benefit?

The ministries contacted benefit enrollment clients and asked if they had sought needed medical care.

90% of clients with approved applications had seen or made an appointment with a healthcare professional.

Of the patients who were denied, only 6% pursued further medical care on their own.



## Percent who Received Medical Care



*The Health Benefits Access Program represents the true meaning of using collaboration to achieve a common goal.*

## MAKING AN IMPACT ON FAMILY HOMELESSNESS



*It only takes about \$26 per day to prevent a child from experiencing the trauma of homelessness.*

ACAM network partners understand the importance of working together to strengthen our region's safety net. The U.S. Department of Housing and Urban Development features ACAM's Homeless Prevention and Intervention Program on its website as "a great example of a community collaborative planning effort and tracking program outcomes."

- Over the last few years, more than 2,000 people experiencing or at imminent risk of homelessness received critical, intensive intervention.
- The program has remained strong through government, state, local and private funding.
- Ministry workers are trained professionals who are sensitive to the needs of assisted families and walk with them through the process of building stabilized homes that are poised to thrive.
- In about 90 days a family of three can become stably housed with the help of our partners, and without the need for further government housing subsidies.
- With the guidance of trained ministry staff, 96% of households became stably housed.

*From 2009-2015, the ACAM network has distributed \$2,302,578 in state, local and private funding to support homeless prevention in our region.*

## COORDINATING DISASTER RELIEF AND RECOVERY



### Greater Houston Storm Recovery Network (GHSRN)

- The GHSRN is a Harris and Fort Bend County Long Term Recovery Group including more than 30 government, nonprofit and corporate organizations who have joined together to address unmet needs of Greater Houston's 2015 flood victims. ACAM is proud to serve as the fiduciary.
- The GHSRN works with the Federal Emergency Management Agency (FEMA) to identify residents' unmet needs after insurance, government and relief resources have been exhausted, helping to pool resources to help families rebuild after devastation.



### Alliance of Community Assistance Ministries

- The ACAM network is well developed, ready and willing to step up when disasters occur.
- In the past, ACAM raised over \$2M in disaster relief funds for local ministries to mobilize and serve more than 23,500 families. This allowed the ministries to directly assist their communities, while ACAM coordinated with philanthropic and government agencies.
- The Wells Fargo Foundation has partnered with ACAM to support disaster preparedness and crisis communications, as well as the work of the GHSRN.

*Approximately 36,000 people are still suffering from the devastating effects of the 2015 Floods, many of whom have unmet needs.*

# TRAINING AND NETWORKING PROMOTES BEST PRACTICES, PEER LEARNING AND INFORMATION EXCHANGE

*Participants rated ACAM's trainings as "Excellent/ Good" on all 7 indicators: Number of Meetings, Quality of Speakers, Gained Knowledge, Relevant Topics, Group Participation, Group Interaction and Peers as Resources*



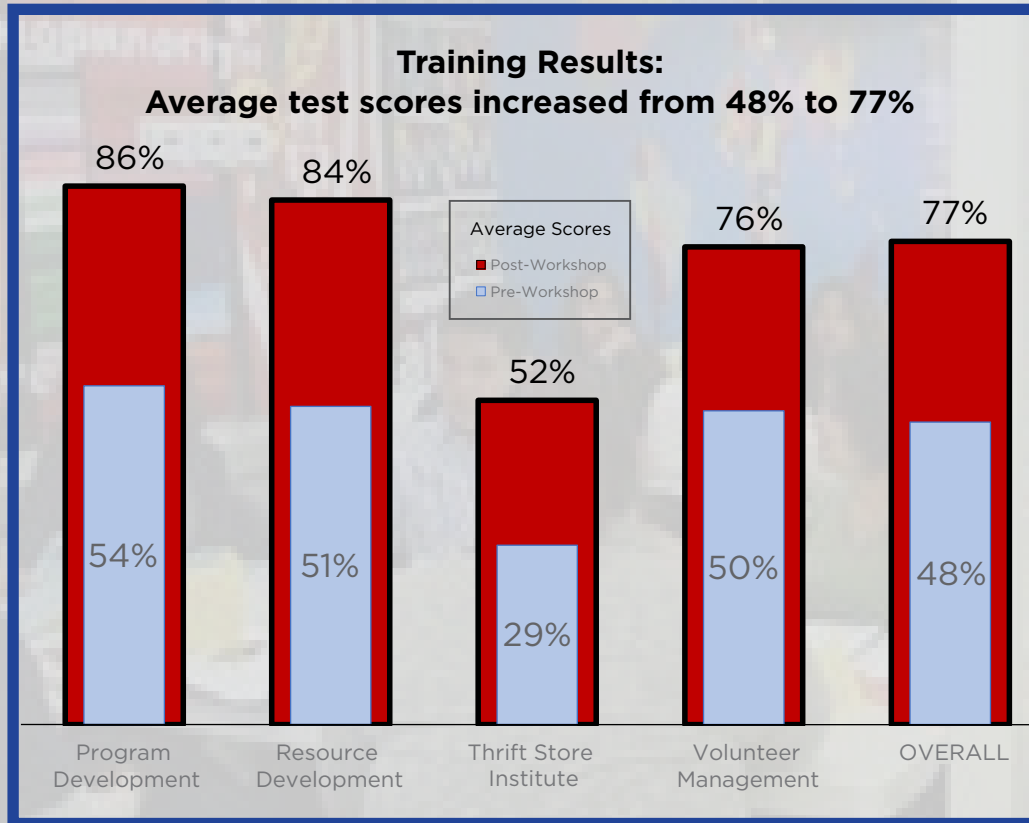
**ACAM** provided 33 workshops to 291 attendees, and 99% rated their learning experiences excellent or good on anonymous, post-workshop surveys.



**ACAM** provides educational training opportunities for community assistance ministries and other nonprofits.

*2015 Training Events: Quantifying Program Results • Fired Up Fundraising • Engaging Staff: Utilizing and Valuing Volunteers • Increasing Thrift Store Sales and Creating Efficient Workflow • Risk Management and Legal Aspects of Managing Volunteers • Finding Your Perfect Funder Match • and many more*

## UNIQUE NEEDS: DYNAMIC TRAINING



*During the 2015 training season, ACAM instituted pre and post assessments to gauge the growth in knowledge of workshop participants. Attendees showed an overall gain of 30% in knowledge after completing ACAM workshops.*

**Upcoming 2016 Workshops Include:** Rally, Retain, Recognize - The Art of Managing Volunteers • Stats & Stories - Are We Really Making an Impact? • Creative Programs for Transformational Growth • Making the Case - The Use of Persuasion in Fundraising • Unleash Your Team's Potential-Moving from Stuck to Success • Putting it all Together-Developing a Great Volunteer Management Plan • and more

# FINANCIALS

## 2015 Investors

- The Andrews Foundation
- Bank of American
- Barbara Henley
- Myra Barber
- BBVA Compass
- Terry Bell
- Karen & Howard Bookstaff
- Chick-fil-A
- Suzy Domingo
- Sarah Duckers
- Episcopal Health Foundation
- Jean West Evans
- Harriet and Joe Foster
- The George Foundation
- Ronnie Hagerty
- Greg Hambrick
- Hamill Foundation
- Houston Apartment Association
- Houston Endowment Inc.
- JPMorgan Chase & Co.
- Robert & Pearl Knox Charitable Foundation
- LaPorte CPAs & Business Advisors
- The Lewis & Joan Lowenstein Foundation
- The Powell Foundation
- Rockwell Fund, Inc.
- Margaret & Joel Shannon Charitable Fund
- Sechrist • Duckers LLP
- Michael Shirl
- The Simmons Foundation
- Texas Department of Housing & Community Affairs
- United Way of Greater Houston
- David Weekley Family Foundation
- Wells Fargo
- Chuck Wolf and Melanie Miller
- Alaine Zachary
- Sharon Zachary

## ACAM Balance Sheet 2015

### ACAM Balance Sheet 2015

#### ASSETS

##### Current Assets

Cash	\$ 884,182
Federal Grant Receivables	\$ 13,336

#### TOTAL ASSETS

**\$ 897,518**

#### LIABILITIES & EQUITY

##### Liabilities

##### Current Liabilities

Accounts Payable	\$ 608
Grants Payable	\$ 262,905
<b>Total Liabilities</b>	<b>\$ 263,513</b>

##### Equity

Temporary Restricted Net Assets	\$ 242,521
Unrestricted Net Assets	\$ 391,484

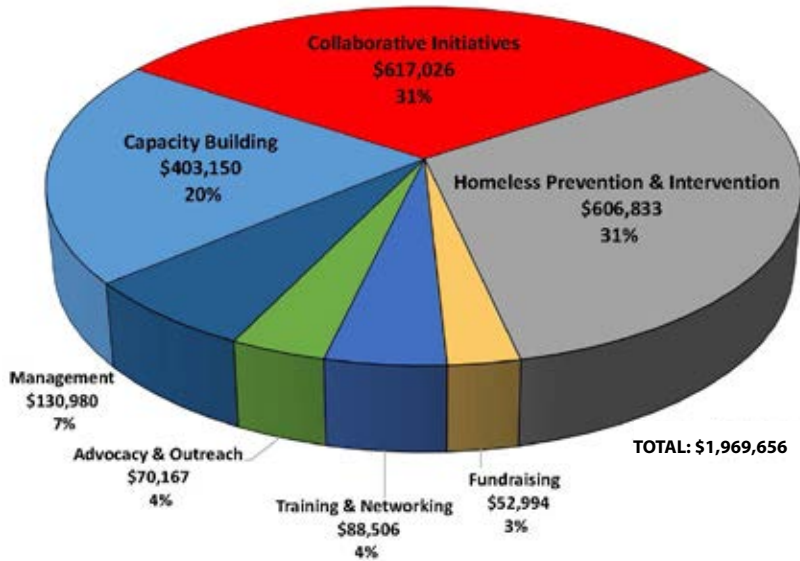
<b>Total Net Assets</b>	<b>\$ 634,005</b>
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#### TOTAL LIABILITIES & EQUITY

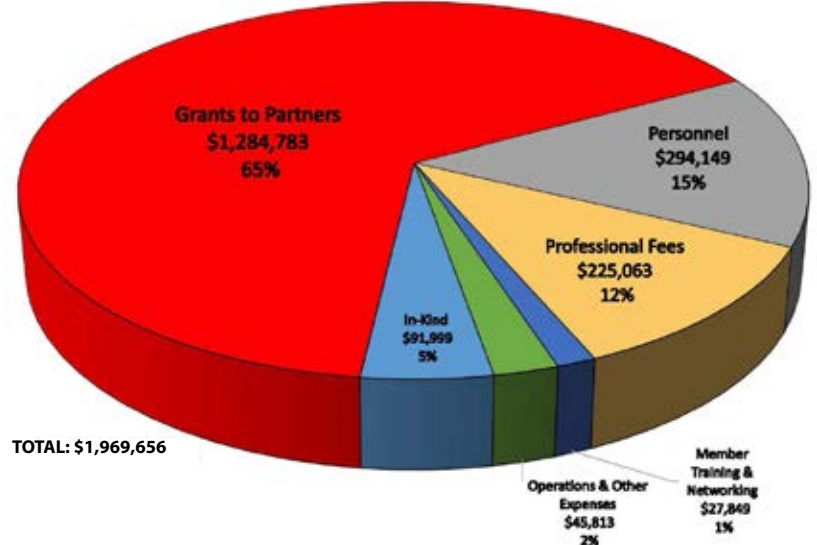
**\$ 897,518**



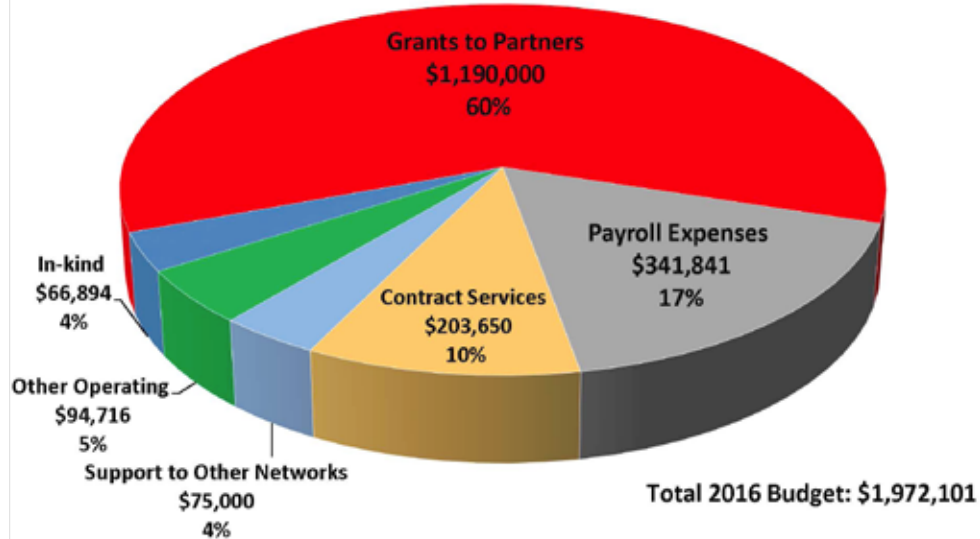
### 2015 Expenses by Program



### 2015 Expenses by Category



### 2016 Projected Expenses



# BOARD



**Greg Hambrick** (Chair)



**Michael Shirl** (Secretary/Treasurer)  
Chief Operating Officer  
The Women's Home



**Suzy Domingo**  
Executive Director  
Interfaith Caring Ministries



**Ronnie Hagerty**  
AVP Community Relations  
United Way of Greater Houston



**Joel Shannon**



**Alan C. Watkins**  
Community Development Officer  
Wells Fargo Bank



**Domingo Barrios**  
Trustee, Rockwell Fund, Inc.  
Financial Advisor, Prudential Advisors



**Jean West Evans**  
Executive Director  
Emergency Aid Coalition



**Myra Barber**  
President  
H.R. Barber and Company



**Sarah A. Duckers**  
Sechrist Duckers LLP

**SPECIAL RECOGNITION  
AND APPRECIATION  
FOR DEDICATED BOARD  
LEADERSHIP**



Terry Bell  
President  
Rockwell Fund, Inc.



Linda May  
Board Chair  
The Simmons Foundation

# *Because Together We Do More*

## **STAFF:**

***Sharon J.L. Zachary***  
CEO

***Jessica Byerly***  
Director of Operations and Evaluation

***Bianca Huff***  
Director of Fund and Program Development

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