



# 2013 ANNUAL REPORT

ALLIANCE OF  
COMMUNITY  
ASSISTANCE  
MINISTRIES



*Celebrating 10 Years of Being  
Allied in Making a Difference*

# HISTORY

Established in 2004, ACAM was created to advance high impact collaboration, service excellence and organizational development among community assistance ministries. 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 their collective impact and more effectively respond to community needs.



# PURPOSE

ACAM's member ministries serve as the social service "safety net," preventing homelessness, meeting basic needs and helping people become self-sufficient. On average, ACAM members have served the community for over 20 years; collectively, they serve an average of 250,000 clients yearly (approximately 39% women and 33% children). They are supported by almost 12,000 volunteers and more than 350 congregations in the Greater Houston area (Harris, Galveston, Fort Bend, Brazoria and Montgomery Counties).

Having a unique constituency, ACAM's programs for its members are customized and collaborative. ACAM serves as both an advocate and a catalyst. ACAM members are partners in their own capacity building. They develop plans within the structure of ACAM's organizational assessment tools that fit their strategic goals. ACAM helps its members develop collaborations and service models to strengthen the community and have ownership over their training/networking groups to ensure that offerings meet their needs.

ACAM helps to create awareness of the benefits of the ministries and their clients' needs in order

to forge mutually-beneficial relationships that produce positive results. The Houston nonprofit and philanthropic community benefits from collaboration for obvious reasons: it allows better service coordination and delivery, and enables organizations to focus on their core competencies. ACAM's member ministries have unique features that position them to work together effectively. With ACAM's help, their ability to cooperate and reach out to other partners creates an effective network of nonprofits and a lifeline for families in need.

*Since 2004, ACAM has issued 316 grants to 28 area ministries for a total investment of \$5,729,940.*



# MISSION & VISION

***Mission: To advance high-impact collaboration, service excellence and organizational development among community assistance ministries.***

***Vision: ACAM envisions a community that is supported by a network of faith-based collaborative ministries that provide opportunities for families and individuals to meet and rise above their basic needs.***

**We do this through:**

***Collaboration • Training • Networking  
Setting the Standard • High Impact Programs  
Advocacy • Brand Promotion***

## Core Programs

### **Organizational Development**

ACAM promotes sound practices in nonprofit operations and programming. Organizational assessments inform members of their strengths, weaknesses, challenges and opportunities and are incorporated into their capacity building plans. ACAM supports member plan implementation through training and consulting stipends and direct grants for organizational infrastructure.

### **Advocacy and Outreach**

This component is aimed at increasing membership by reaching out to underserved parts of Greater Houston, raising the profile of community assistance ministries as service hubs in their communities and raising awareness of the issues affecting the people served by the ministries. Activities are focused on rallying support for initiatives and funding that will provide clients with pathways out of poverty. The kind of advocacy with which we assist our members focuses on strengthening and shaping the social service safety net, increasing awareness of our members' services and fostering community networks.

### **Training and Networking**

ACAM promotes best practice knowledge, peer learning and information exchange. We offer training in five areas that are most critical to community assistance ministries: executive leadership, volunteer management, program development, resource development and thrift store operations.

### **Collaborative Initiatives**

ACAM leads groups of ministries in using their collective strengths to address root causes of poverty or local emergencies. This often allows them to participate in a group project for which they would not have been able to obtain funding by applying alone. Collaborative initiatives have included rapid, coordinated responses to disasters as well as highly successful planned projects such as HPRP, which received national recognition from the U.S. Department of Housing and Urban Development.

# Organizational Development

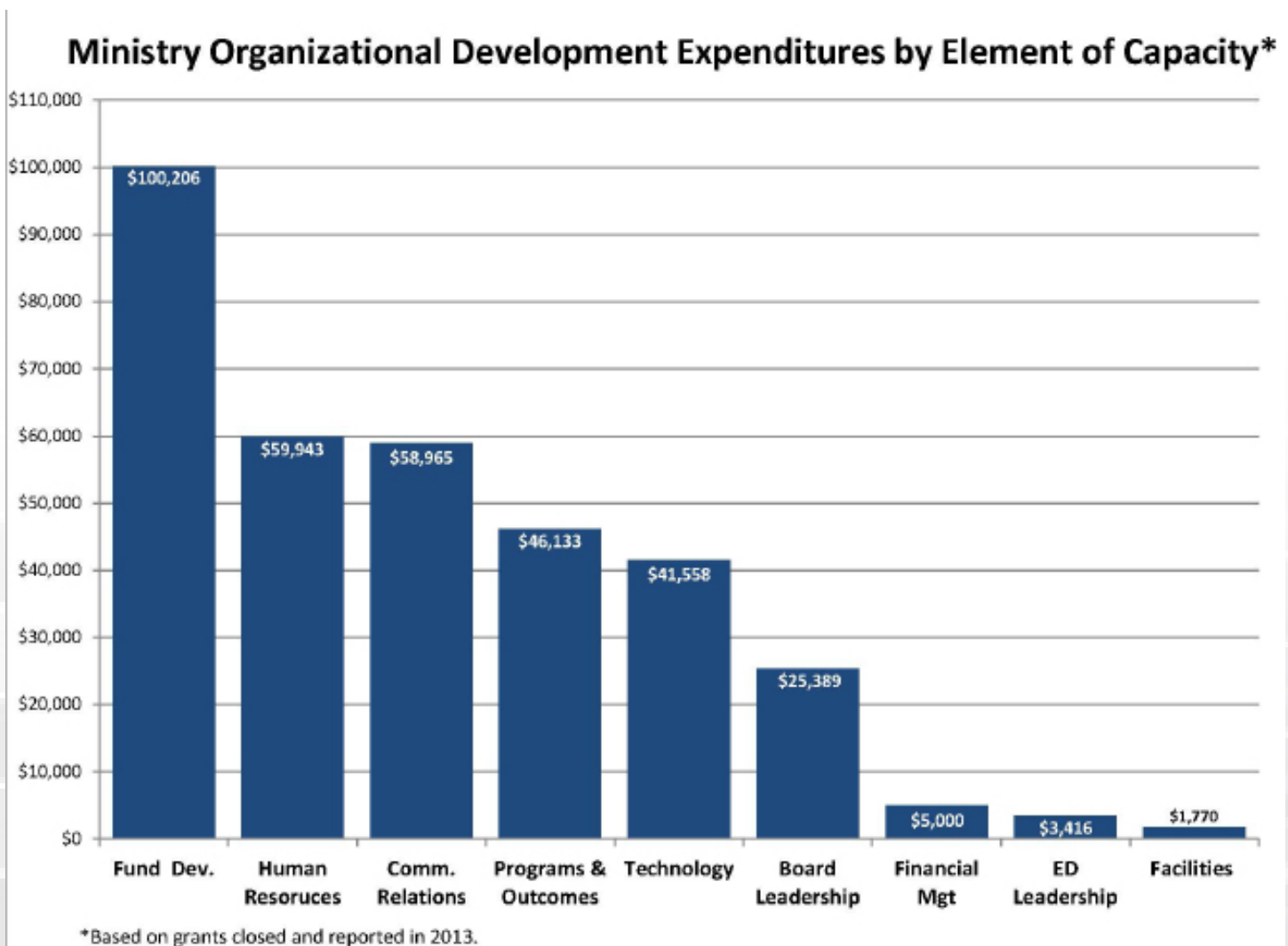
## Capacity Building vs. Organizational Development

In the course of its recent strategic planning sessions, ACAM staff and members examined the implications of terms such as “capacity building” and “organizational development.” While “capacity building” implies a need to resolve weaknesses and problems, “organizational development” better reflects ACAM’s purpose: helping community ministries develop internal and external means of growth, increased quality, impact and resilience.

Well-run organizations understand the need for continuous quality improvement to remain competitive. Future ACAM literature and dialogue will reflect the evolution in philosophy toward ongoing development. At times, we will use “capacity

building” to refer to specific projects that are designed to address areas in which an organization has determined a need for growth.

In 2013, ACAM issued a total of \$304,375 in grants to its members for capacity building and professional development projects. Members used the funds to increase their capacity to provide 72 different services at their 53 collective sites; they serve an average of 250,000 individuals each year. Examples of the projects include board development and training, upgrades to facilities (particularly for capacity for fresh produce and other refrigerated items), technology upgrades and funding diversification.





## The Nine Elements Assessment Tool (NEAT©)

Developed and copyrighted by ACAM and its members in 2011, the NEAT is designed specifically for community assistance ministries. It includes measuring instruments, a reporting system and procedural guidelines for the assessment process, which is conducted on-site by ACAM consultants. Each of the Nine Elements has specific indicators that assess and identify goals for improved organizational capacity in three organizational development phases: infrastructure, growth and sustainability. In all, the NEAT© measures 212 separate indicators.

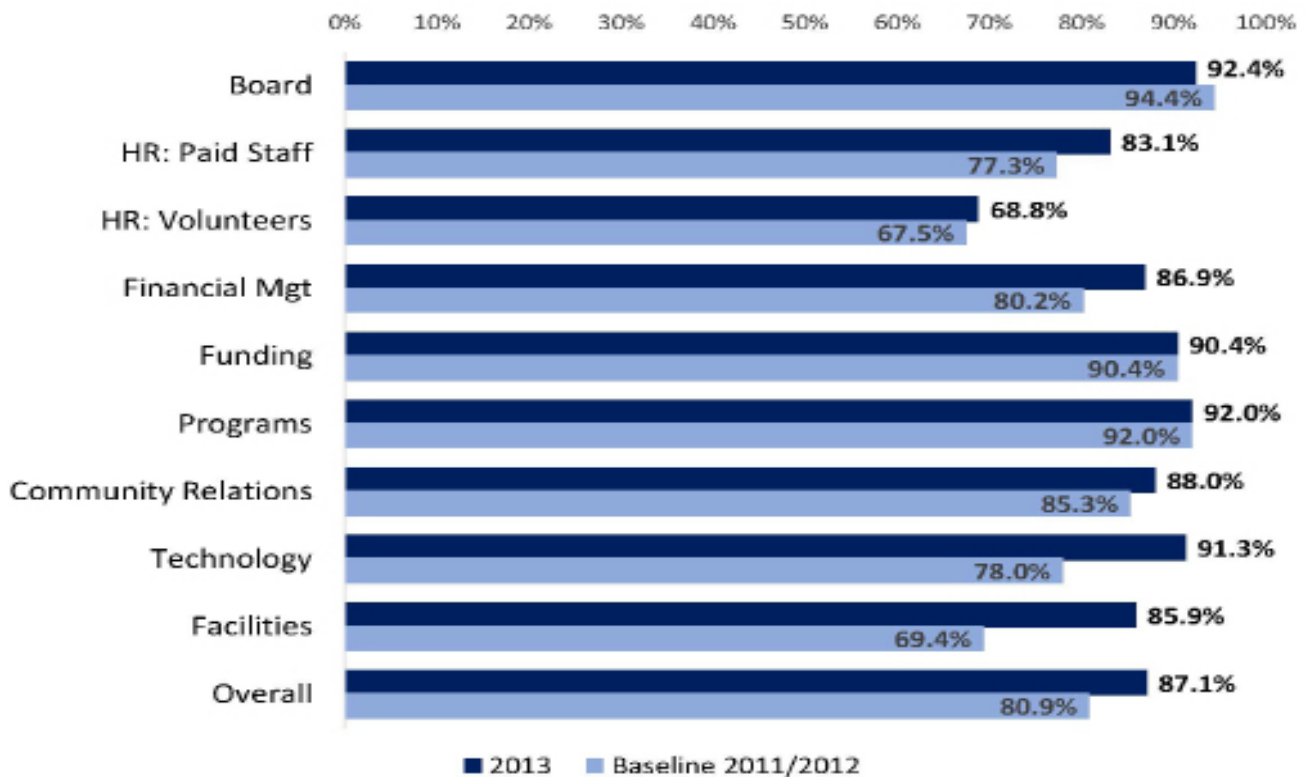
ACAM's members underwent baseline organizational assessments using the NEAT© in 2011 and 2012. In 2013, five members began the second round of assessments (conducted bi-annually); the remaining seven will complete Round Two in 2014. The chart below illustrates changes in each element measured for the five members assessed in the year just ended. In analyzing the

results, ACAM noted that while members made progress overall, a small number of individual indicators that had originally been scored as being current had become outdated. This illustrates the importance of ongoing assessment and development to maintain and improve performance quality.

Each member ministry receives a copy of its NEAT© assessment, executive summary report and the consultant's recommendations. Members use the reports to guide their plans for future development; the NEAT indicators are directly linked to ACAM's Capacity Building Grants Program.

**For the five ministries assessed in 2013, the greatest gains were in facilities and technology indicators (+16.5% and +13.3%, respectively).**

### Average 2013 NEAT Scores for 5 Ministries Compared to Baseline



# Spotlight: PACE

## Program to Advance Capacity Elements

### Project Overview

In partnership with Houston Endowment, ACAM initiated PACE as a non-member capacity building program. ACAM uses AT-PACE (a modified version of the NEAT©) to assess the participating ministries' capacity at program entry and exit. Each of the ten Houston area ministries selected to participate in the program received:

- ▲ \$10,000 for an organizational development project
- ▲ Free access to ACAM's training and networking workshops and events
- ▲ Technical assistance by ACAM staff
- ▲ An assessment of the organization's capacity, conducted on-site by a trained consultant
- ▲ 9 hours of high-level, professional consulting services

### 2013 PACE Grantees

Cy-Hope, Inc.  
Interfaith of the Woodlands  
Life Support Development Ministry  
Light of Faith Ministries Project LIFT  
Lighthouse Christian Ministries  
LINC Community Services Inc.  
Ministry Assistance of the Near Northwest Alliance  
(MANNA)  
Our Daily Bread (CHRISTUS Foundation for Healthcare)  
Southeast Area Ministries (SeAM)  
Society of St. Vincent de Paul of the Archdiocese of  
Galveston-Houston



### In an anonymous post-grant survey, 100% of grantees:

- Rated the training & networking information, presenters and peer-learning opportunities as “good” or “excellent” and relevant to their mission
- Strongly agreed that the technical assistance by their consultant was helpful and relevant
- Rated the program as being helpful to their respective organization's development
- Would recommend PACE to another community assistance ministry
- Strongly agreed that the capacity improvements funded by their grant significantly impacted their ability to accomplish their mission

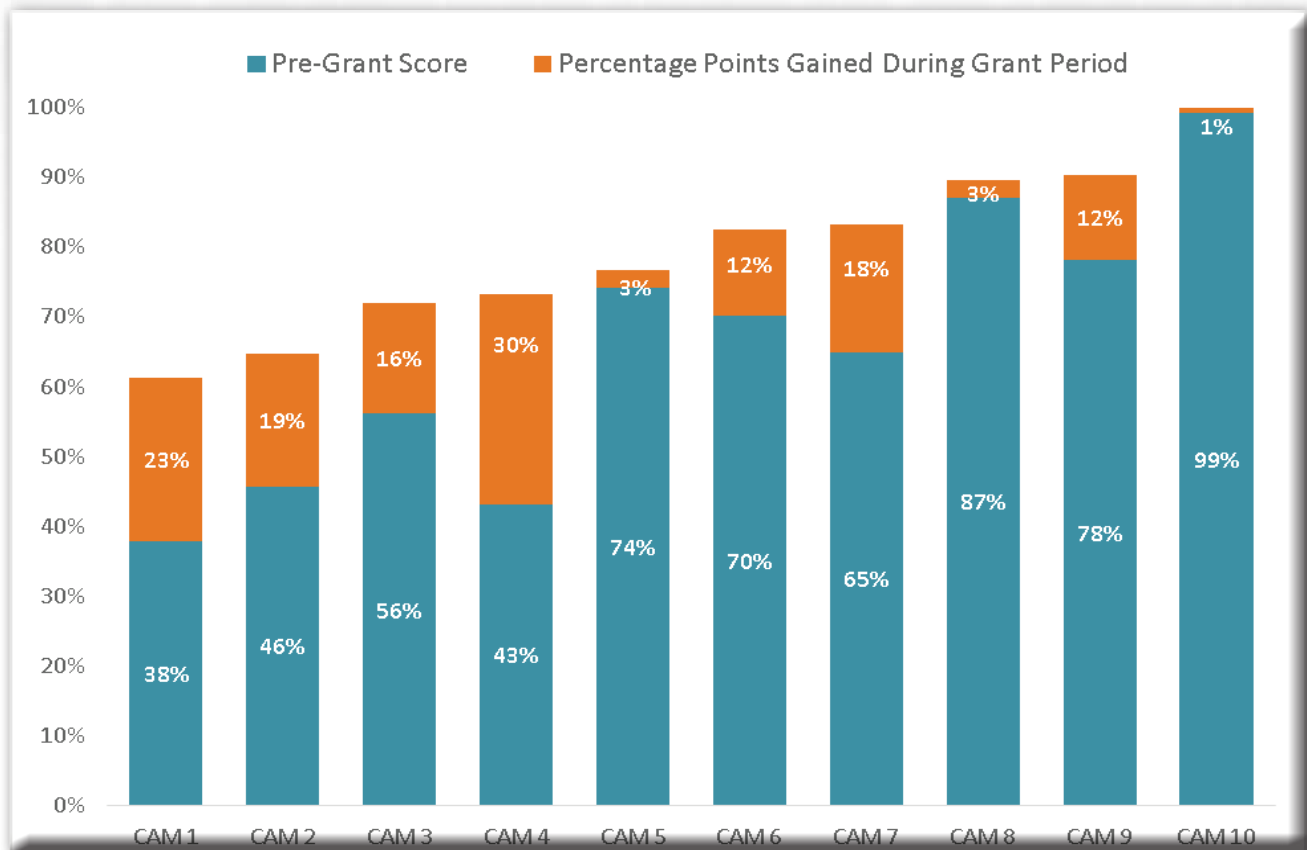
*“The overall experience was incredible. It was extremely valuable to interact with the 2013 PACE class and with high performing nonprofits who at one time were in the same place. The AT-PACE Assessment enhanced leadership and management which has resulted in improved organizational functioning.”*

# Assessment Tool for PACE: AT-PACE

The organizational assessment process that took place at the beginning and end of the grant period was an essential feature of the PACE project. Each grantee received a report of the initial assessment results and worked with their assigned consultants

and ACAM staff to improve their organizational capacity. Grant funds were used to address specific projects selected by the grantees. Despite the short timeframe, the end-of-term assessments revealed improvements for every PACE participant.

## Summary of AT-PACE Results



### PACE expands ACAM's reach within Greater Houston

With the implementation of PACE, we increased the number of organizations ACAM serves from 12 to 22 and the number of unduplicated zip codes we impact by 36%--from 107 to 146, as illustrated in the chart below. See the front cover of this report for a graphic representation of ACAM's expanded geographic service area.

In addition, PACE provides ACAM, its members, and PACE grantees the opportunity to consider their fit for each other without engaging in long-term commitment. We are fully aware that ACAM membership is not appropriate for every basic needs ministry in the Greater Houston Area. PACE provides a means by which ACAM can serve many of the fine ministries outside of our membership.

*“We continue to use our AT-PACE Assessment as a road map providing us with the framework for making organizational change and decisions.”*

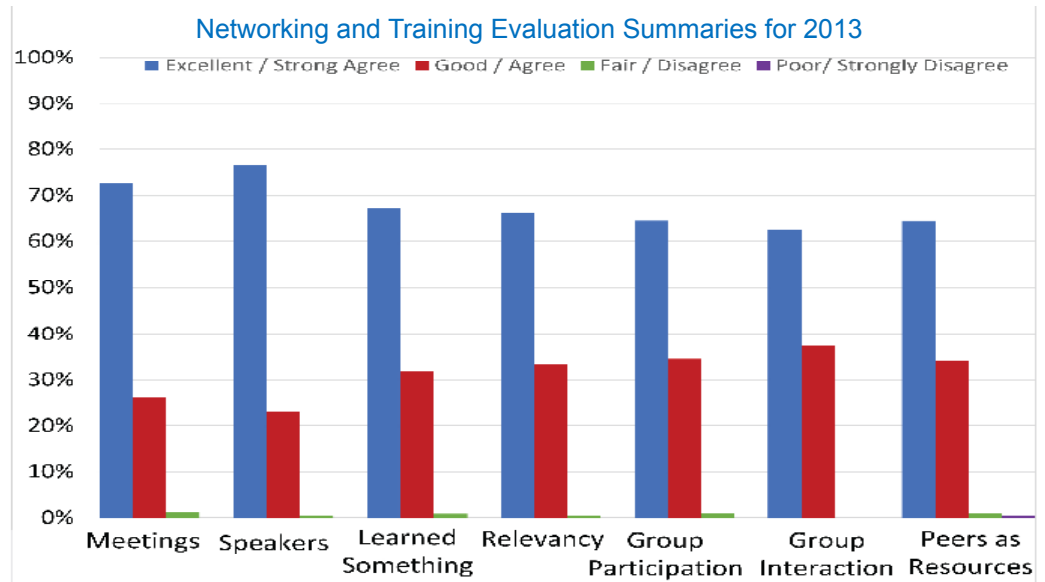
ACAM	Number of Organizations	Number of Unduplicated Zip Codes Served
Member Ministries	12	107
PACE Participants	10	90
<b>Total</b>	<b>22</b>	<b>146</b>

# Training and Networking

ACAM's Training and Networking Program promotes best practices, peer learning and information exchange. ACAM offers training in five areas that are most critical to community assistance ministries: executive leadership, volunteer management, program development, resource development and thrift store operations.

Year	2009	2010	2011	2012	2013
Training Sessions	30	31	32	33	33
Unduplicated Attendees	114	148	193	185	208
% Ratings Overall "Good" or "Excellent"	99%	98%	99%	99%	99%

***In 2013, ACAM provided 33 separate Training and Networking Workshops to 208 unduplicated individuals. ACAM conducts post-workshop surveys of all trainees, who consistently rank them as being good or excellent at a rate of 99% or better.***



ACAM networking events for local funders, ministry executives and board members provide opportunities for dialogue.

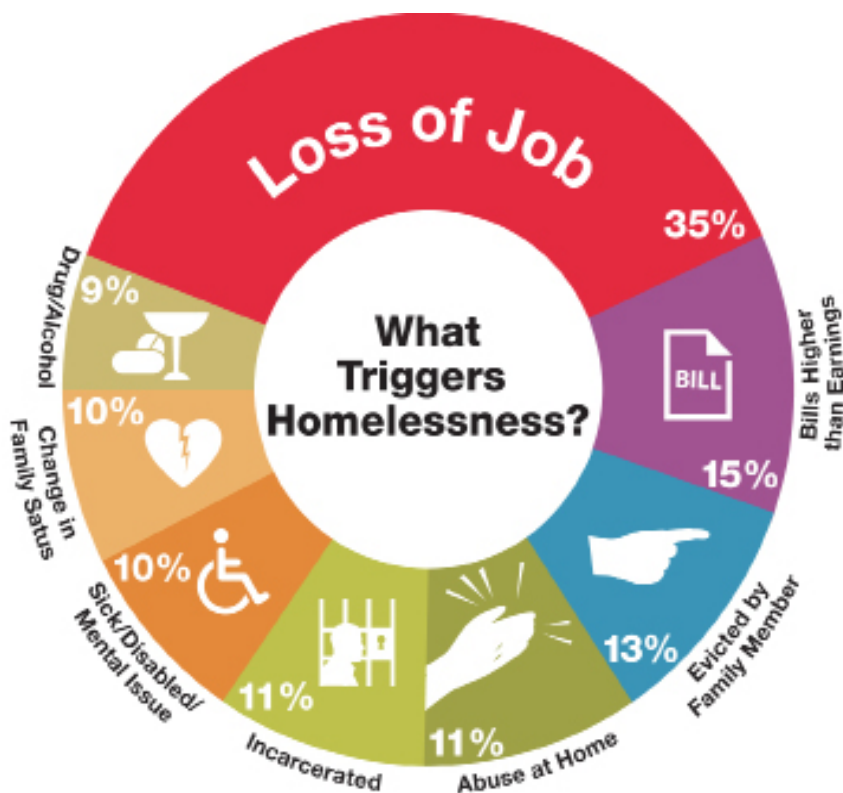
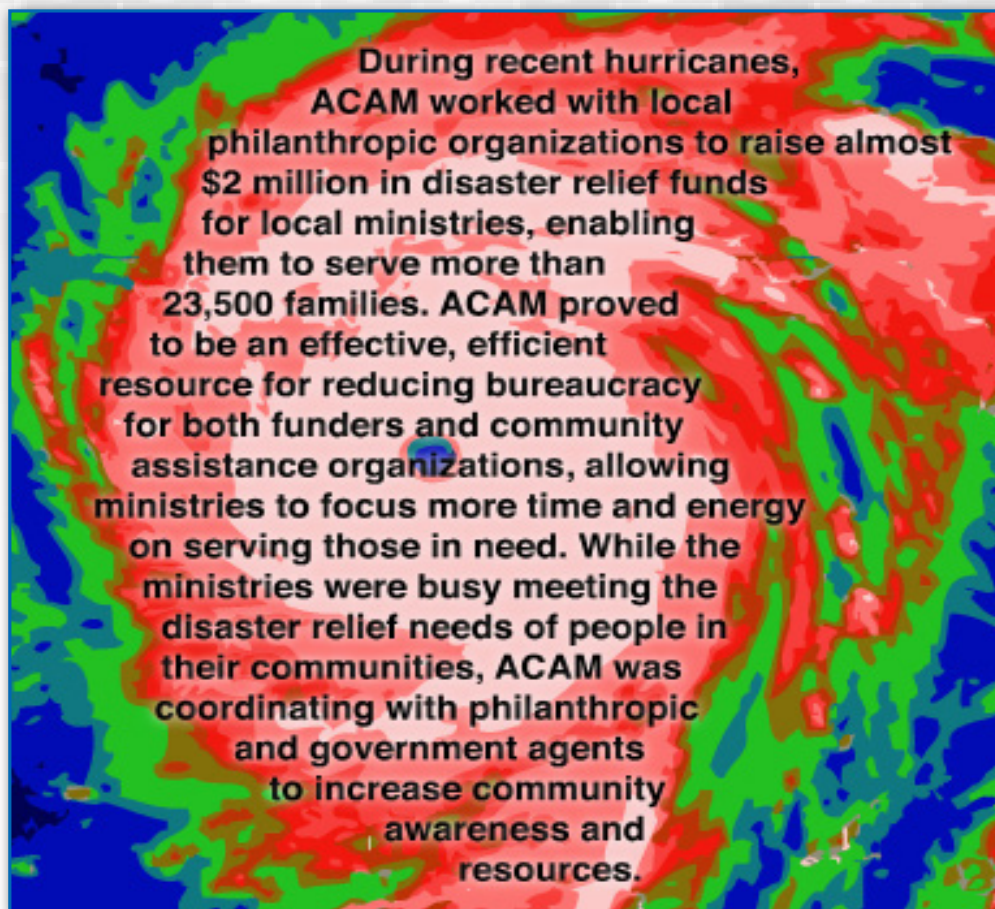


# Collaborative Initiatives

ACAM uses the collective's strength to address root causes of poverty and local emergencies. Collaborative initiatives have included rapid, coordinated responses to disasters as well as highly successful planned projects such as the Homelessness Prevention and Rapid Re-housing Project, which received national recognition from the U.S. Department of Housing and Urban Development (HUD).

## Benefits Access Enhancement

ACAM and five of its members were awarded a one-year grant from Community Health Choice to improve benefits enrollment for low-income individuals and families. The ministries



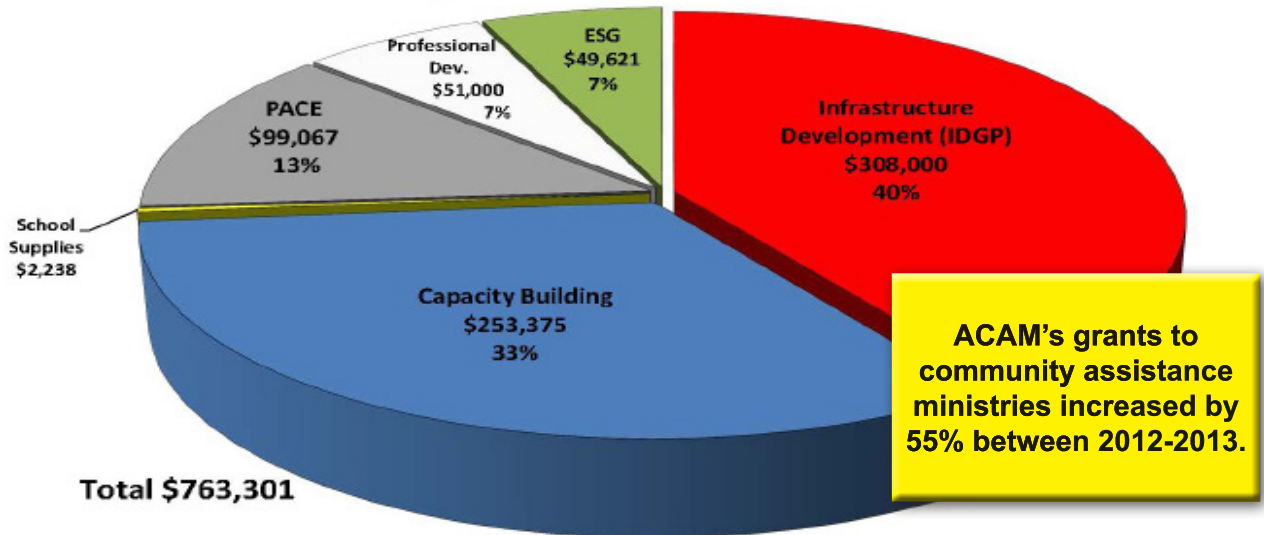
Coalition for the Homeless of Houston/Harris County

implemented on-line access systems at their facilities and trained staff to assist clients in enrolling in multiple public benefits programs. At the project's conclusion, over 4,000 clients had been enrolled successfully in various benefit programs (300% of the original goal). Significant to sustainability was the fact that all participating members elected to continue the program after the funding ended.

## Emergency Solutions Grant

In March 2013, ACAM and a group of member ministries applied to the Texas Department of Housing and Community Affairs for an Emergency Solutions Grant. ACAM's application received the highest score in the state. Services began in October 2013; over \$580,000 will be utilized to prevent homelessness and provide rapid re-housing to homeless families in Greater Houston.

## 2013 Direct Support to Community Assistance Ministries



ACAM is diversifying the types of support it provides to members.

### Infrastructure Development Grant Program (IDGP)

In 2013, Rockwell Fund, Inc. provided \$308,000 in critical IDGP funds to ACAM members, demonstrating Rockwell Fund's commitment to building infrastructure in order to achieve outcomes. ACAM's involvement increased economies of scale, saving staff time of both the funder and member ministries by standardizing

reporting among ministries for easier review and developing a common evaluation process, making it easier to measure outcomes year over year. Since 2011, ACAM has awarded twelve member ministries a total of \$628,000 to develop infrastructure and employ enhanced services models. Overall, the funded projects were challenging, creative and measurable.

## Outreach and Advocacy

ACAM participates in the events and workshops of external organizations such as the Texas Department of Housing and Community Affairs, Alliance for Nonprofit Management, One Voice, the Texas Association of Nonprofit Organizations (TANO), Hunger Free Texans Coalition, Community Health Choice, Coalition of Behavioral Health Services, the Houston Collaborative for Community Preparedness and Houston Food Bank. ACAM's CEO is also on the Coalition for the Homeless

(CFTH) board. ACAM actively participates in the Coordinating Council for the Continuum of Care (CoC) and advocates for the ACAM Membership as the area's primary homeless prevention providers.

In 2013, ACAM staff participated in over 92 targeted meetings in areas such as homeless prevention and intervention, emergency preparedness, housing, hunger, collaborative leadership, benefits access and literacy.



# Strategic Planning

In June 2013, ACAM and its member ministries began work on a new five-year strategic plan. Work continued through September, and the plan was approved by the Board of Directors at its meeting in December 2013. The plan incorporates six strategic initiatives and 18 goals.

## Continue to develop collaborative initiatives to create higher impact outcomes and access diverse resources.

- Identify, fund and initiate collaborative initiatives for a larger systemic impact.
- Standardize reporting for individual and collaborative resource development.
- Investigate and explore how our network is a catalyst to help people bridge out of poverty.

## Utilize training and networking to develop best practices, provide mutual support and increase our knowledge base.

- Ongoing development and evaluation of ACAM's training and networking opportunities.
- Assess ACAM member participation expectations and the potential creation of different levels of participation for ACAM's Training and Networking Program.

## Set standards for ministry services that ensure excellence.

- Establish a forum to explore faith sharing practices.
- Review ACAM's current minimum standards of service.
- Make ACAM's standards of practices known to the broader community.
- Collect consistent, reliable data.

## Advance the position of each member in the network and the collaborative through advocacy and outreach.

- Be an effective advocate in crisis situations that affect the ability of member organizations to provide their services (i.e., food shortages & hurricanes).
- Set advocacy priorities for ACAM.
- Develop community partners that fit strategically with ACAM to support advocacy priorities.

## Promote the ACAM brand and expand the reach of programs to increase the impact of the network.

- Enhance and broaden the reach of the ACAM brand.
- Enhance individual board member engagement in advancing ACAM's vision, mission and purpose.

## Develop funders and members with the intent of ensuring the long term sustainability of ACAM.

- Increase fund development efforts.
- Expand ACAM membership.
- Complete transition priorities.
- Employ a common message that drives fund development.



# Making a Difference

*“ACAM is one of the best run organizations that I have seen. Donors and other funders should feel confident that their money will be spent efficiently and effectively.”*

*“They (ACAM) have literally come alongside of us, and have provided exceptional capacity building assistance, resource development opportunities, technical assistance as well as networking events and opportunities.”*

*“... fully appreciate how much more effective a charitable organization can be when it is financially strong, competently led and networked with other like-minded members.”*

*“Their staff is amazing and goes beyond to be of assistance.”*

*In 2013, ACAM underwent a NEAT assessment of its own, and qualified at the highest level of membership (collaborating status).*

*“I love that ACAM walks the talk of organizational development.”*



Only 14 organizations in Greater Houston selected



See more of our reviews at:  
[www.greatnonprofits.org](http://www.greatnonprofits.org)

*“Because of ACAM agencies, the homeless have found shelter; the hungry can feed themselves and their children; others have found meaningful work, and the story goes on.”*

*“Regardless of the size of the non-profit, ACAM understands that we are all solving ginormous problems and filling gaps that otherwise would remain void . . . .”*





*“As we viewed our organization through the ACAM PACE Assessment, we saw a roadmap that provided us with a new framework for making organizational decisions which is absolutely critical when seeking to build capacity or make adjustments to organizational structure for sustainability.”*

*“... you often need to look outside your own organization to learn and see how people are addressing many of the same issues ... ACAM has been a great vehicle for us to achieve that goal.”*

*“ACAM is a place for us to learn and share, to give support and receive it ... to be part of something bigger than our own ministry, and thereby, benefit our own ministry while also achieving results for the larger community.”*

*“ACAM has been instrumental in the growth and development of services within the faith-based community.”*

*“We are better equipped to serve our clients with state of the art computers and a database which allows for a highly efficient screening process and more accurate reporting.”*



*“The networking and ongoing training opportunities provided by ACAM staff and consultants have been invaluable and instrumental in encouraging shared resources and collaboration amongst nonprofit organizations.”*

*“ACAM proactively provides a ripple effect by helping their members become stronger and then those members can serve more people in need and this then strengthens the entire community.”*



The U.S. Department of Housing and Urban Development is currently featuring ACAM's recent Homeless Prevention and Rapid Re-Housing Program (HPRP) on its website as "a great example of a community collaborative planning effort and tracking program outcomes." More than 1,000 households at imminent risk of homelessness received critical, intensive intervention. By program exit, 94% of clients were stably housed. By partnering with diverse stakeholders throughout the planning process, developing best practices based on ACAM member experience and diligently tracking program outcomes, the Collaborative produced results that substantiate the efficacy of continued support for homelessness prevention and rapid re-housing services post-HPRP. Read more on HUD's HPRP Community Promising Practices webpage: <http://hudhre.info/index.cfm?do=viewHPRPSuccessStories>

# 2013 Investors

Amegy Bank of Texas  
 Andrews Foundation  
 Bank of America  
 The Episcopal Health Foundation  
 (formerly St. Luke's Episcopal Health  
 Charities)  
 The Frees Foundation  
 The George Foundation  
 Hamill Foundation  
 The Henley Foundation  
 Houston Apartment Association  
 JPMorgan Chase  
 Houston Endowment Inc.  
 LaPorte CPAs and Business Advisors  
 Lewis and Joan Lowenstein Foundation  
 Rockwell Fund, Inc.  
 The Simmons Foundation  
 Texas Department of Housing and  
 Community Affairs (TDHCA)  
 United Way of Greater Houston  
 Wells Fargo

## ACAM Balance Sheet 2013

### ASSETS

#### Current Assets

Total Checking/Savings	585,980.53
Total Accounts Receivable	7,892.78
Total Other Current Assets	52,002.26

#### Total Current Assets

645,875.57

#### Total Fixed Assets

1,384.20

### TOTAL ASSETS

647,259.77

### LIABILITIES & EQUITY

#### Liabilities

#### Current Liabilities

Total Accounts Payable 1,803.52

Total Other Current Liabilities 49,620.51

#### Total Current Liabilities

51,424.03

#### Equity

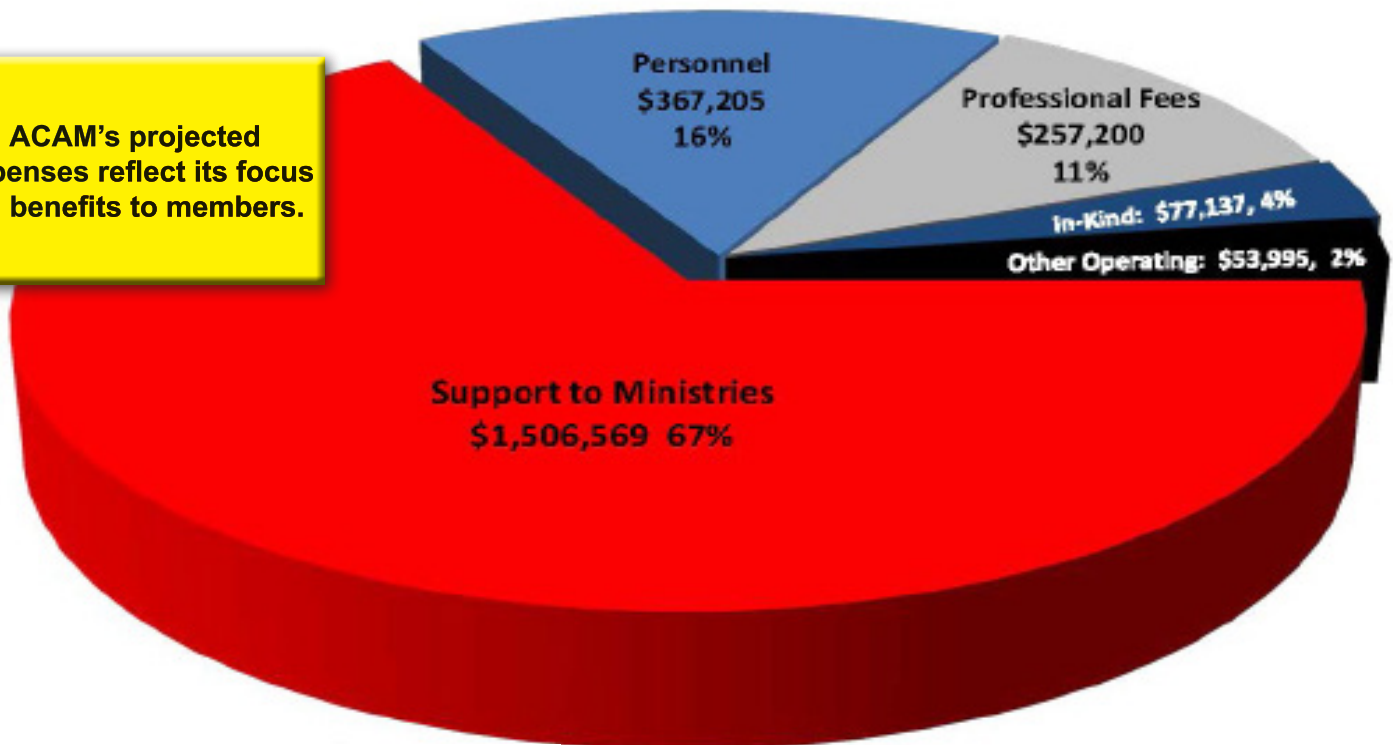
Total Equity 595,835.74

### TOTAL LIABILITIES & EQUITY

647,259.77

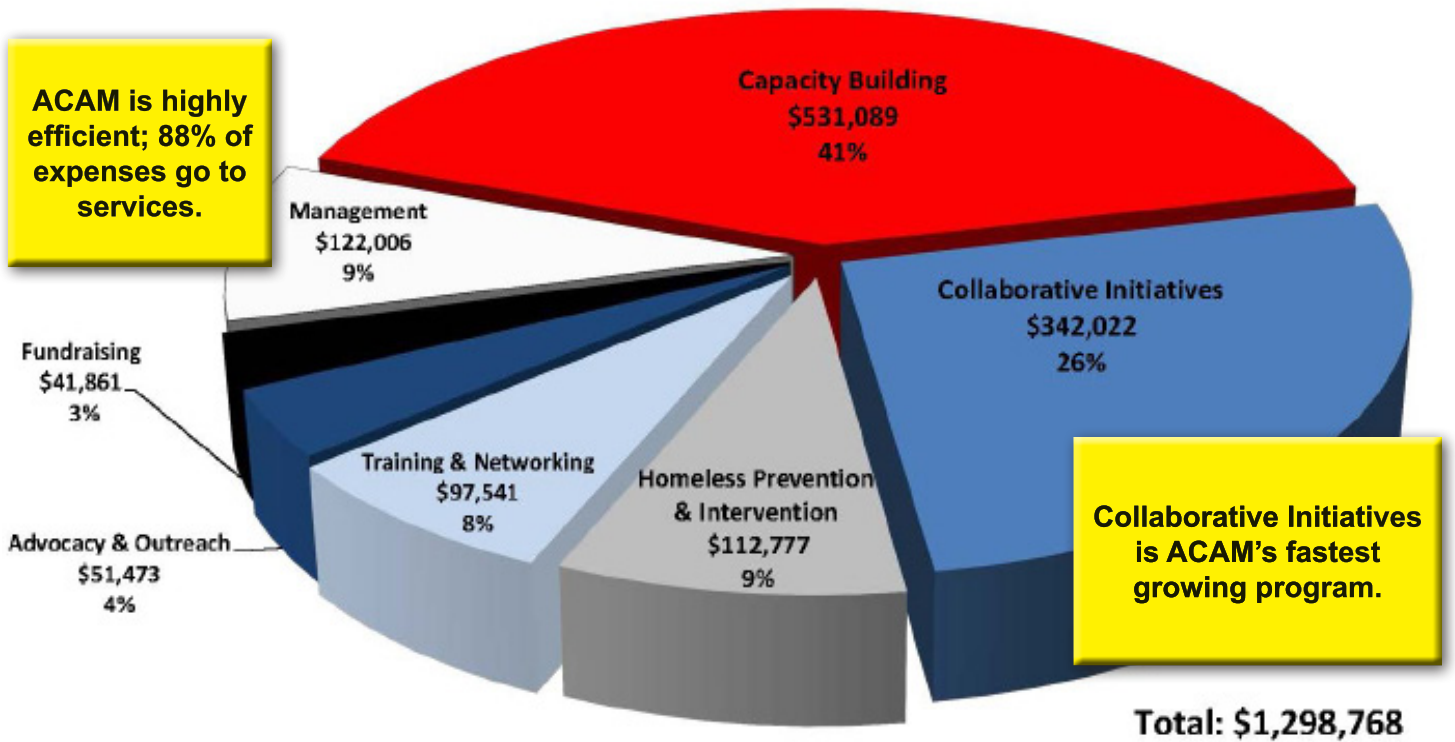
## 2014 ACAM Projected Expenses

ACAM's projected expenses reflect its focus on benefits to members.

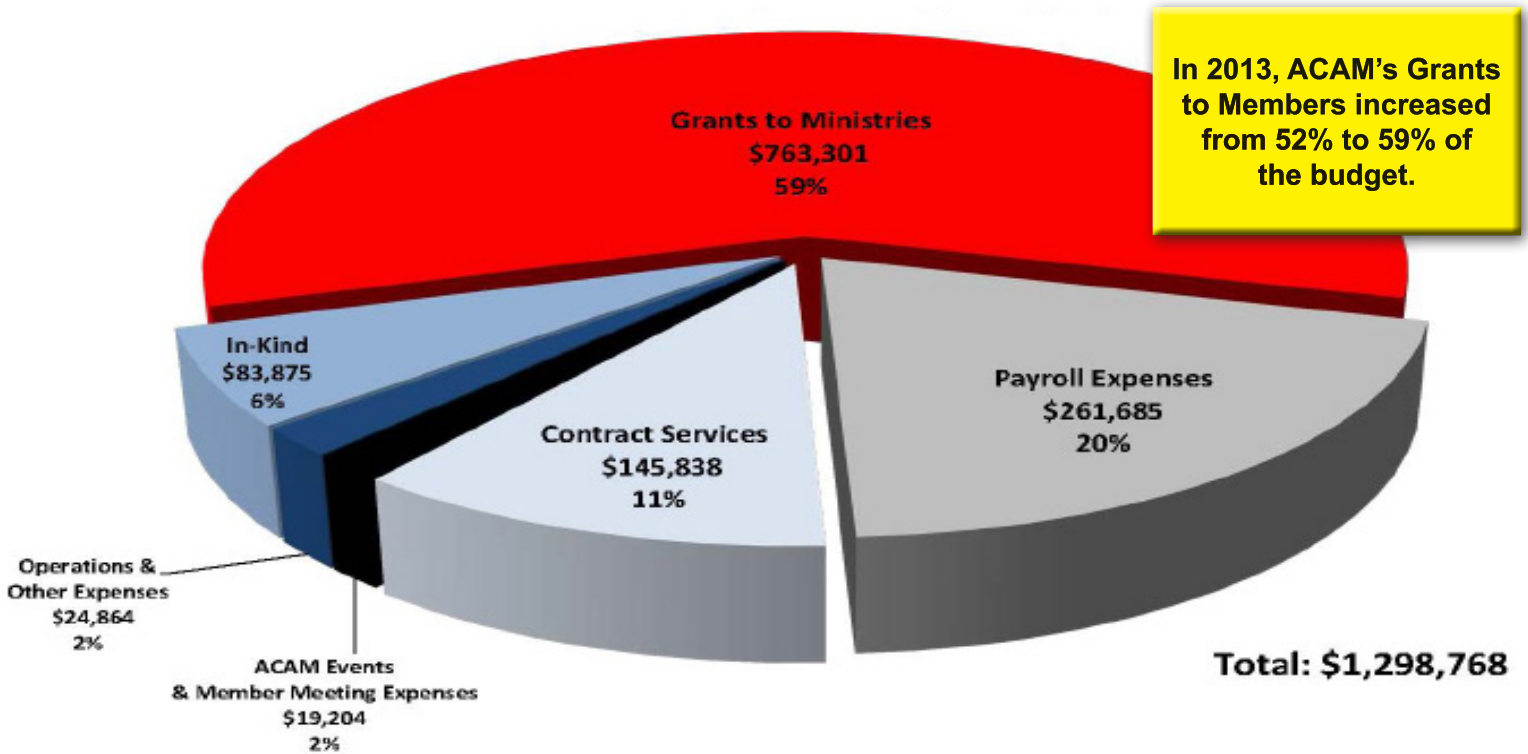


Total 2014 Budget: \$2,262,107

## 2013 ACAM Expenses by Program



## 2013 ACAM Expenses by Category





## Members

Catholic Charities of the Archdiocese of Galveston/Houston  
East Fort Bend Human Needs Ministry  
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  
St. Vincent's House  
Wesley Community Center  
West Houston Assistance Ministries (WHAM)

## Board of Directors

**R. Terry Bell (Chair)**

President, Rockwell Fund, Inc.

**Linda May (Secretary/Treasurer)**

President, Executive Director  
The Simmons Foundation

**Vickie Coates**

Executive Director  
East Fort Bend Human Needs Ministry

**Greg Hambrick**

Chairman, Baxter Trust

**Diana Garbis**

Executive Director  
Wesley Community Center

**Ronnie Hagerty**

AVP Community Relations  
United Way of Greater Houston

**Joel Shannon**

**Michael Shirl**  
Director of Operations  
The Women's Home

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

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

**Kathryn Holland, Director of Fund and Program Development**

770 South Post Oak Lane, Suite 525 Houston, TX 77056

[www.acamweb.org](http://www.acamweb.org)

(713) 629-9022 Main Line | (713) 629-7702 Facsimile | [info@acamweb.org](mailto:info@acamweb.org)