IMPACT REPORT 2016

Alliance of Community Assistance Ministries, Inc.

A Message from the President and the CEO

Thank you for reviewing our annual Impact Report for 2016. ACAM is privileged to support a network of community assistance ministries serving one of America's largest cities. We bring together the leadership of Greater Houston's safety net — those who lead in providing food, clothing and shelter to Houston's neediest, those who fund and those who advise. The ACAM network continues to play an important role in this changing region, and its impact is only just beginning.

ACAM knows the most effective faith-based nonprofits are successful when they 1) plan effectively, 2) secure resources, 3) develop strong management and governance, 4) deliver diverse programs and 5) work collaboratively with other entities. I am proud to say all ACAM network organizations share these attributes. ACAM's training and networking workshops, organizational development projects, collaborative programs, education and outreach, as well as other supportive services, support the network in doing what only they can do for our region. The priorities, challenges and victories of our network partners remain at the forefront of our work. With so much knowledge and experience together, we can only benefit our entire community when we pool our resources. The network gains its strength from all. Through this report, we hope to communicate the power of our mission in sharing the successes of ACAM and its network in 2016, and ACAM's vision for the future.

High-Impact Collaboration, Service Excellence and Organizational Development

As a management support organization designed to serve a network of partners and stakeholders, ACAM must remain agile and responsive. The ACAM network is a group of interconnected organizations with a common goal of helping people not only meet their basic needs, but rise above them. At times, community-based organizations can make an impact where other formal institutions have not. Improving outcomes for value-driven healthcare and cradle-to-career education are only a couple of examples where providing additional support in our neighborhoods has a significant impact. The people and organizations best able to connect are not only well trained, but seated in the realities of the families they serve. Faith-based human service organizations are particularly effective at providing culturally and linguistically competent services at the grassroots level, where people live and work. With the growing diversity of our region, this becomes even more critical.

There is a growing demand for human services in our region. Many move to this area hoping to find better employment, but not all families arrive ready for the job market. Remarkable growth in population coupled with multiple disasters and a steep decline in oil prices has created rapidly growing demand for the services provided by the community assistance ministries. This strong network is unique in our region because of the number of ministries throughout the five counties, the high level of program development and the remarkable number of people being served.

Last year alone, the ministries served more than 188,000 people with 5.5M units of service. In other words, over 5 million times, community assistance ministries held an English class, served a meal, filled a school backpack for a child, assisted with an application, prevented eviction and more. On average, each partner provided 19 different types of services. Taken together, our partners made more than 9,000 rental payments designed to prevent homelessness, served 121,000 meals, provided 91,000 clothing vouchers, made 42,000 case management contacts and gave 36,000 referrals.

The demand for services is increasing with the size of our region, and the ACAM network is stepping up its capacity to serve communities, neighborhoods and families. With sufficient education and supports, families become equipped with skills to address challenges and develop self-sufficiency. Now, more than ever, a coordinated effort is crucial to effectively meet the needs of the community.

ACAM is charged with executing initiatives that support the work of our partner organizations. We are sensitive to the demands of nonprofit work and know that true collaboration requires infrastructure. With an engaged group of high-performing organizations, impactful programs producing successful outcomes are certain. The ACAM network excels at reducing food insecurity, increasing access to health benefits, assisting families with education, preventing homelessness and more. It is the desire of the alliance to help move families beyond struggling with day-to-day demands and toward resilient self-sufficiency.

As we move forward in 2017 and beyond, we are proud of what ACAM has accomplished and are excited about the future. Together with our stakeholders we will continue to support organizations dedicated to eliminating poverty one family at a time.

It is our mission and our privilege.

Sharon J.L. Zachary, MA
CEO

Greg Hambrick
Board Chair

Increased Demand for Critical Services

$2.9M
Rental Assistance
9,215 payments for **7,928 families**

$1.4M
Utility Assistance
8,634 payments for **7,551 families**

$11M
Food Pantry Distribution
5.3 M pounds of food for **105,392 people**

Application Assistance increased by **14,042 people** served or **136%**
24,373 people

Medical and Prevention Related Services increased by **4,416 visits** or **94%**
9,129 visits

ACAM Network Growth and Structure

The All Access Training Pass Program is offered to non-network assistance ministries in the region for a low-cost program fee. 2016 Pass Participants:

- Cy-HOPE
- Lighthouse Christian Ministries
- Main Street Ministries
- Second Mile Mission Center
- Southeast Area Ministries (SeAM)
- Waller Assistance & Restoration Ministries, Inc. (W.A.R.M.)

Program Advancing Capacity Elements (PACE) Grants are available to pre-selected non-network ministries that show readiness for further capacity development. 2016 PACE participants are:

- Breas Interfaith Ministries
- Southeast Area Assistance Ministries (SeAM)
- Main Street Ministries

ACAM Network Categories

| ASSOCIATE | Point of entry into the ACAM Network. Eligible for capacity building funds. |
FELLOW	Eligible for increased capacity building funds.
ADVOCATE	Have moved beyond building infrastructure and are assessed less often.
SUPPORTING PARTNER	Have exhibited strong levels of capacity, sustainability and best practices innovation.

ACAM NETWORK PARTNERS receive bi- or tri-annual organizational assessments and may participate voluntarily in collaborative initiatives.

- 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)
- Interfaith of The Woodlands
- 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)

SUPPORTING PARTNERS add value and expertise to the network and may also participate in collaborative initiatives.

- Catholic Charities of the Archdiocese of Galveston-Houston
- Interfaith Ministries for Greater Houston
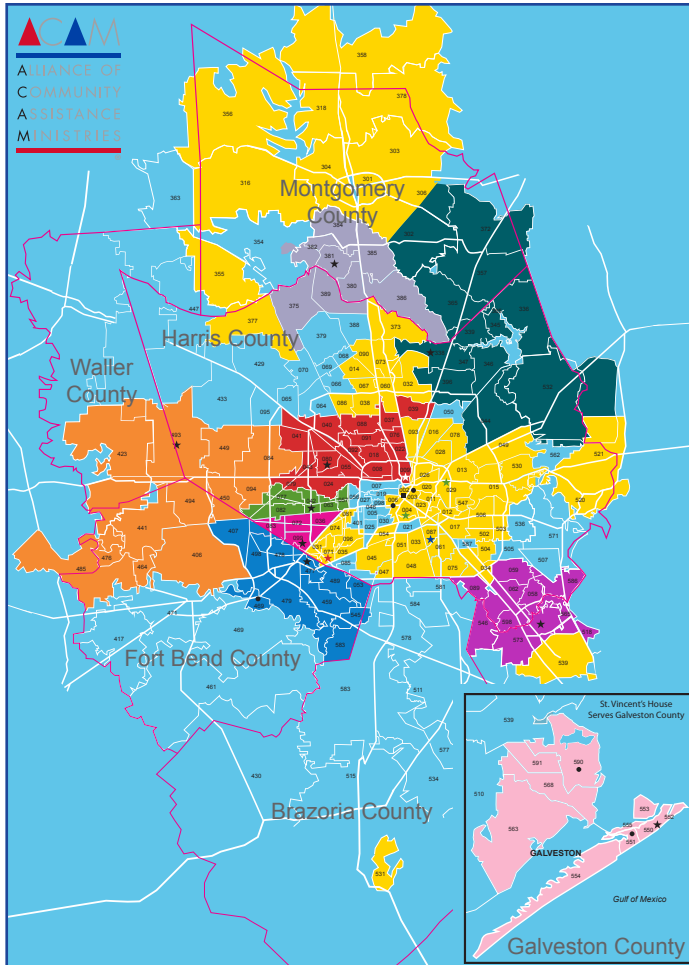
ACAM Members

★   Zip Code Restricted Ministry Locations

Non-Zip Code Restricted Ministries

★   Emergency Aid Coalition (EAC)

★   Epiphany Community Health Outreach Services (ECHOS)

★   Society of St. Vincent de Paul (VSC)

★   Wesley Community Center

■   East Fort Bend Human Needs Ministry (EFBHNM)

■   Humble Area Assistance Ministries (HAAM)

■   Interfaith Caring Ministries (ICM)

■   Interfaith of The Woodlands

■   Katy Christian Ministries (KCM)

■   Memorial Assistance Ministries (MAM)

■   My Brother's Keeper Outreach Center

■   St. Vincent's House, Galveston

■   West Houston Assistance Ministries (WHAM)

●   Catholic Charities

■   Interfaith Ministries for Greater Houston

■   This color indicates additional zip codes that get significant service coverage by assistance ministries that are not zip code based. These ministries' services are open to Greater Houston and surrounding geographic areas. Between the four of them they cover more than 75 zip codes. Small numbers of clients may be served in other zip codes. ACAM's methodology includes high counts served to depict accurate areas of service.

Meet Our New Partners

Interfaith Ministries for Greater Houston

Interfaith Ministries for Greater Houston (IM) believes it is possible for very diverse people to know one another and find common ground, while still embracing our personal beliefs and cultures. IM celebrates the strength of our shared beliefs through three areas of service:

- **Meals on Wheels for Greater Houston** delivers more than 1.5 million meals each year to seniors in Harris and Galveston counties.

- **Refugee Services**, in conjunction with the U.S. Department of State, resettles thousands of refugees in Houston each year.

- **Interfaith Relations** provides a safe harbor for greater Houston through its many interfaith programs and dialogue efforts.

3303 Main St. • Houston, TX 77002
713-533-4900 • www.imgh.org

IM provides home-delivered meals to seniors over 60.

"Interfaith Ministries for Greater Houston (IM) is proud to partner with ACAM. Our shared commitment to helping others is greatest when we work in concert with other faith-based organizations. This collaboration benefits the entire community."

Martin B. Cominsky
President & CEO,
Interfaith Ministries
for Greater Houston

Meet Our New Partners

Interfaith of The Woodlands

ACAM welcomes Interfaith of The Woodlands as a partner in the network serving Montgomery County. Interfaith of The Woodlands aids, promotes and provides for religious cooperation in The Woodlands in conjunction with developing congregations. Primary program services include workforce programs, operating one-stop career centers, a state licensed child care facility (Interfaith Child Development Center), enrichment programs for the aged, assisting families with special needs, and counseling services.

Interfaith of The Woodlands has created an organization where people gather in mutual respect, dialogue and cooperative action to provide a connection between communities of faith and the community at large. They value voices that value others and believe that shared religious values can lead people to act for the good of all.

4242 Interfaith Way • The Woodlands, Texas 77381 • 281-367-1230
www.woodlandsinterfaith.org

"Interfaith of The Woodlands is honored and proud to be a member of the ACAM Network and collaborate with some of the finest community assistance ministries in the greater Houston area. ACAM's focus on strengthening programs, meeting community needs and organizational capacity building will enable Interfaith to continue to most effectively meet the growing demands of our underserved neighbors in South Montgomery County. Through disaster relief, everyday crisis assistance, senior services and beyond, we are delighted to have the support, best practices and expertise of ACAM's faith-based network to walk with us as we continue to lead our clients to a path of self-sufficiency."

Missy Herndon
President & CEO,
Interfaith of The Woodlands

Increased Regional Demand for Homelessness Prevention and Basic Needs Services

ACAM Partners Answer the Call for Help

ACAM partner organizations are registered with the 2-1-1 Texas/United Way Helpline so people in need can find services more quickly and efficiently. Rather than relying on public listings, families in crisis can obtain information on the services and locations of over 1,872 organizations. The 2-1-1 Texas/United Way HELPLINE answered a record 972,600 calls for help in 2016. Basic needs, like food, utilities, health care, rent assistance and help finding shelter were the most requested forms of help. Because our 15 partners specialize in homelessness prevention and basic needs assistance, ACAM Network organizations received more than 16% of the referrals from the helpline.

United Way
United Way of Greater Houston

On Average, ACAM Network Ministries Receive
23 TIMES the Number of Referrals from 2-1-1
Compared to the Other 1,857 Registered Agencies.

221%

Referrals from the Texas/United Way 2-1-1 HELP-LINE to the ACAM Network Ministries increased 221% from 2009 to 2016. All other agencies increased 18% over the same period. ACAM network referrals have grown by **31.6%** every year.

The **15 ACAM Network partners received 153,514 helpline referrals, or 16% of the total,** primarily for basic needs and homelessness prevention services.
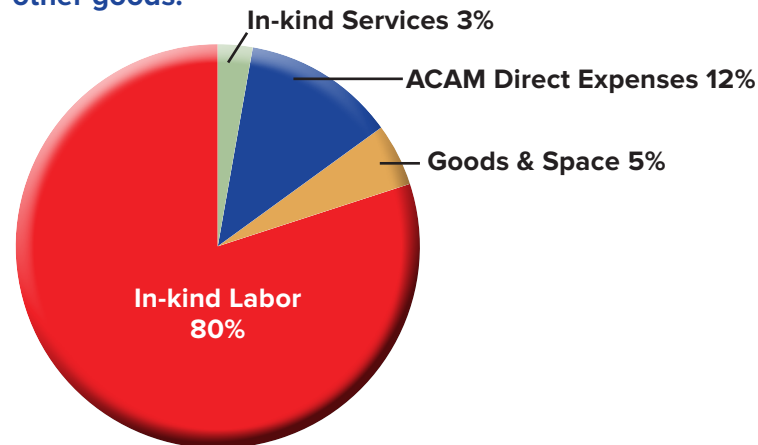
When Disaster Strikes, The ACAM Network is Ready

ACAM supports the unmet needs of vulnerable populations within the region after a storm or other disaster. Vulnerable populations, such as low-income, elderly, disabled, single family households, and the homeless, are at increased risk when a disaster hits. The network works together to share information and resources that can address needs after a disaster. It takes time, funding and practice to fully integrate into ACAM's disaster response model. ACAM has multiple disaster response roles:

- Communicating with the disaster response network and actively participating in preparedness;
- Collecting information on ministry and client needs;
- Obtaining and disseminating funding and resources to assist low-income families and the organizations serving them to recover;
- Preparing funding requests and reports to funders on progress in recovery and relief efforts.
- Serving as Points of Distribution (PODs).

Family Endeavors client assisted by ACAM with the purchase of doors and floors after the 2015 flooding in Houston. Texas Baptist Men, Family Endeavors and Adventist Community Services representatives also pictured.

In total, disaster-related projects in 2015-16 garnered $1,188,342 in support: $154,955 in financial support and $1,033,387 in in-kind labor, materials, supplies and other goods.

In-kind Services 3%

ACAM Direct Expenses 12%

Goods & Space 5%

In-kind Labor 80%

ACAM proved to be an essential, efficient resource for both funders and community assistance organizations, allowing ministries to focus more time and energy on serving those in need. While the ministries were busy meeting the disaster relief needs of people in their communities, ACAM was coordinating with philanthropic and government agents to increase community awareness and resources. ACAM provides funds to assist in ministry efforts and also to help ministry employees and facilities impacted by storms.

Homelessness Prevention Provides Short-Term Services for Long-Term Results

Homelessness prevention is not only the most compassionate, but also the most cost-effective way to help those at risk of losing their housing. The ACAM network's program strategies lead to reduced numbers of people who would experience the trauma of homelessness. The cost of services necessary to help people back into housing once they become homeless and to overcome the economic, social, mental and physical damages caused by experiencing homelessness are much higher than the cost of wrapping families in services that prevent homelessness and promote self-sufficiency.

The indignity and marginalization that come with falling into homelessness increase barriers that a family faces. ACAM's Collaborative

Homelessness Prevention and Intervention Program utilizes federal funds to support three ministries (Humble Area Assistance Ministries, Memorial Assistance Ministries and Wesley Community Center) providing high-intervention, case management intensive services that target those with multiple barriers to achieving stable housing. There are 13 common barriers such as being pregnant or young parents, having poor or no credit history, or being formerly homeless. Families at risk came into the ACAM program with six barriers. After completing the program, the average reduction to housing barriers was 34%. More than half of those served were children.

Last year, the entire network assisted more than 11,000 people with nearly $3.5 million dollars in rental assistance, a key component of any homeless prevention program. The ministries provide a comprehensive list of other services (63 in 2016), that assist families to achieve lasting housing stability and self-sufficiency in a short amount of time. Wraparound services that contribute to the success of the ministries' homelessness prevention efforts include, but are not limited to:

- Adult Basic Literacy & GED Classes
- After-School Programs
- Benefit Application Assistance
- Budgeting/Financial Classes
- Clothing Donations & Vouchers
- Computer Classes
- Domestic Violence Counseling

- Employment Services
- English Classes (ESL)
- Food Pantry Services
- Immigration & Legal Assistance
- Prescription Assistance
- Transportation Assistance
- Utility Assistance

MORE THAN 55% of clients served through ACAM's high-intervention, multi-service program were children.

The cost to prevent homelessness for one person is approximately $25.07 a day.

ACAM has managed a regional homelessness prevention program for nearly a decade, acting as a management support organization (MSO) to service providers and taking on the roles of program manager and collaboration agent. By partnering with diverse stakeholders throughout the planning process, developing best practices based on ACAM ministry experience, and diligently tracking services, the collaborative serves program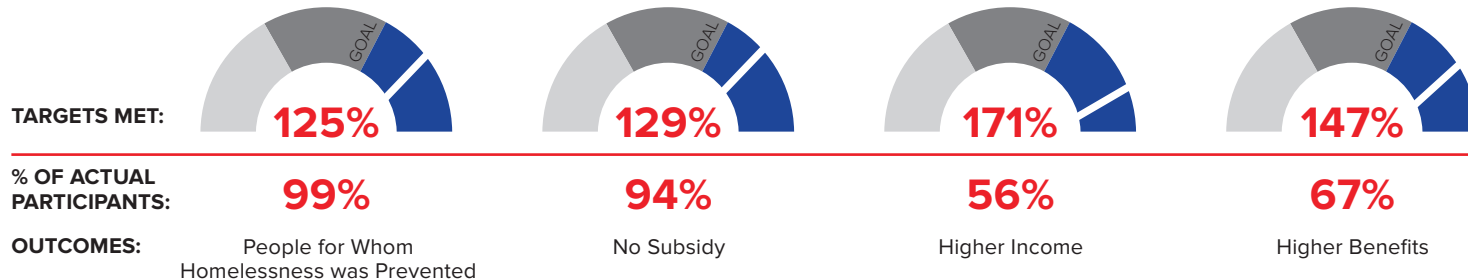 participants effectively and produces results that substantiate the efficacy of continued support for homelessness prevention services.

ACAM manages the contractual relationships, coordinates partner meetings including training sessions and provides assistance with reporting and evaluation. ACAM also creates multiple opportunities for case managers to share best practices and improve the quality of services through oversight and facilitating peer record review. ACAM collaboratively developed a standardized program model with the goals of unifying methods of service delivery and identifying potential program participants with the highest risk of homelessness.

Since 2009, the collaborative has deployed $4.1 M to successfully stabilize 2,411 people with permanent, unsubsidized housing, 1,300 of whom were children at risk of homelessness.

A Homelessness Prevention Program that Exceeds Targets and Produces Positive Outcomes for Families

93% of families were stably housed within 90 days without the need for further government housing subsidies.

	GOAL	GOAL	GOAL	GOAL
TARGETS MET:	125%	129%	171%	147%
% OF ACTUAL PARTICIPANTS:	99%	94%	56%	67%
OUTCOMES:	People for Whom Homelessness was Prevented	No Subsidy	Higher Income	Higher Benefits

Filling the Gap in Community-Focused Care

NEIGHBORHOOD AND HOUSING

• 9,215 rental assistance payments

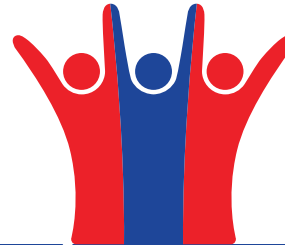• 8,634 utility assistance payments

HEALTH CARE

• 25,972 applications

• 9,129 health screenings & medical related services

SUPPORT NETWORKS

• 46,519 case management & counseling sessions

• 36,368 referrals for additional human services

IMPACTING HEALTH AND WEALTH

EDUCATION

• 46,982 adult education sessions

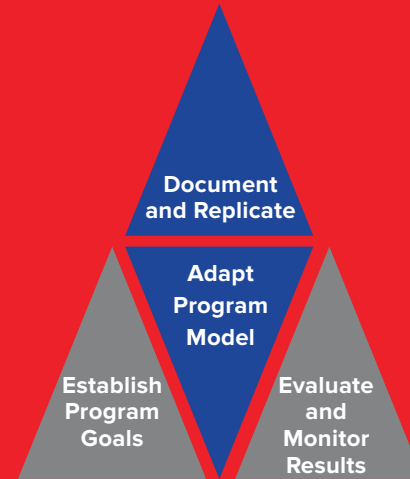• 9,639 children & youth activity & education sessions

FOOD & CLOTHING

• 5.3M food pounds to 105,392 people

• 91,435 clothing vouchers

Health Benefits Access Program (HBAP)

ACAM and Episcopal Health Foundation have partnered to increase access to critical benefits for families in Harris, Fort Bend and Montgomery Counties. An important feature of the project is research that ACAM is conducting to determine how increased access to health benefits impacts clients' establishment of medical "homes," rather than overutilizing emergency care.

EPISCOPAL HEALTH FOUNDATION

Document and Replicate

Adapt Program Model

Establish Program Goals

Evaluate and Monitor Results

COLLABORATION IS ESSENTIAL *for projects that seek to seed or enhance services across organizations serving a large population and geographic area.*

"The meetings have been particularly helpful for us. **IT IS REALLY GREAT** *to hear what is working for people and what challenges others are having."*

"A true collaboration includes **MAKING DECISIONS TOGETHER...** *It has been a true team effort."*

"The Health Benefits Access Program represents the true meaning of **USING COLLABORATION TO ACHIEVE A COMMON GOAL***."*

*"[Everyone makes] themselves available to answer questions...and share best practices...***THAT HAS BEEN INVALUABLE** *in [our first year]."*
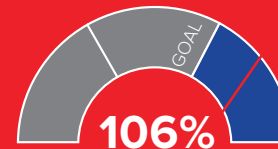
PERCENT OF TARGET GOALS
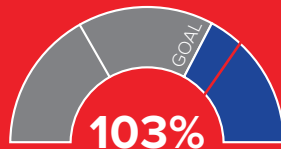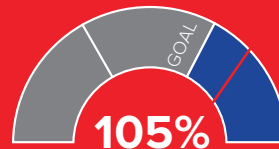
| GOAL	GOAL	GOAL
103%	**105%**	**106%**
People Served	**Applications Submitted**	**Approved Applications**

Quality of Life Starts with Access to Food

ACAM's partner ministries operate food pantries, health services and education throughout our region, serving as the safety net for low-income families in crisis and as distribution points in times of disaster. Food supply security was evaluated and integrated into ACAM's Disaster Plan. Ministries have expanded nutritional classes with **2,040 clients attending 103 class** sessions averaging 20 people per class. We are expanding our understanding of the various levels of nutritional, health or cooking classes being offered.

ACAM's goal is to develop resources and strategies that maximize the network's ability to reduce food insecurity. Some of ACAM's efforts include assessing current ministry food streams, adding a food security element to ACAM's Disaster Plan and conducting research regarding available resources to combat hunger and malnourishment among the region's most vulnerable populations.
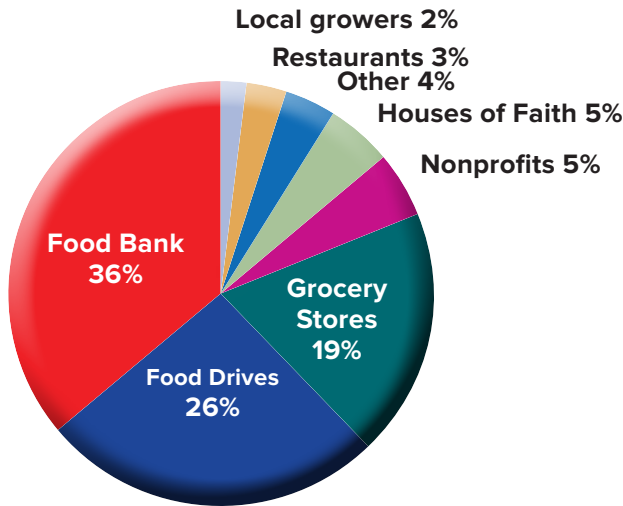
More than 38,000 households are served by the pantries annually. 82% are served one or more times per month with food coming from various sources.

Our program evaluation revealed opportunities to develop capacity and diversify food sources. On average, of physical pantry space, 22% is available for frozen food and 12% for refrigerated food. There are real and perceived barriers and challenges in obtaining and storing fresh produce at a low cost and being able to pack, store and distribute the produce effectively to reduce the waste of high-cost food items. Fresh produce provision is both more labor and capital intensive, yet far more nutritious.

NETWORK FOOD SOURCES

Local growers 2%
Restaurants 3%
Other 4%
Houses of Faith 5%
Nonprofits 5%
Food Bank 36%
Grocery Stores 19%
Food Drives 26%

116,291 clients in **38,406** households were directly served by the ACAM network of food pantries with approximately **4.4M meals** valued at more than **$11M** annually.

Photo Source: East Fort Bend Human Needs Ministry Food Pantry

ACAM Ensures the Greater Houston Area's Social Safety Net is Connected, Informed and Heard

ACAM's Advocacy Program was created to highlight the ministries' role as community service hubs that offer culturally and linguistically competent services within areas of high need. The network is comprised of a variety of autonomous organizations that have characteristics and services that set them apart from one another; however, they often share common needs, interests, challenges and goals. ACAM works to raise awareness of the network by fostering broad-based community relationships and by relaying information regarding regional issues from the network to various funding and decision-making entities. ACAM stands for its stakeholders' positions during community planning and participates in community initiatives and events that best serve the network. **In 2016, ACAM attended 121 meetings impacting issues important to the basic needs service sector: homeless prevention and intervention, disaster relief and recovery, public health and access, workforce development and more.**

In addition to attending meetings and speaking at conferences related to the varied dimensions of basic needs services, ACAM also takes on specific issues that make inroads for progress in the human needs sector as a whole. For example, in 2016, ACAM successfully advocated State and Federal agencies for the ability to utilize higher rent ceilings for non-government run homelessness prevention and intervention programs. These revised rent ceilings or "payment standards" assist in the identification of higher quality affordable housing and will likely increase the number of families that can live in higher opportunity neighborhoods with lower concentrations of poverty and increased access to better schools, employment, transportation and other opportunities.

The advocacy strategies of ACAM can lead to the identification of funding, projects, programs and partnerships that can provide added supports and resources to the ACAM network, their clients and the communities they serve. The scope of ACAM's advocacy is network-driven and evolves as new issues evolve. ACAM works in concert with many advocacy groups to further the collective vision of the network. Below are a few of the organizations with which ACAM partners toward the betterment of the region.

Nine Elements Assessment Tool (NEAT©)

Ongoing strategic discussion, development and evaluation are critical to the continued success of any organization. Rather than imposing a "one size fits all" approach, ACAM's Organizational Development Program strategically ties funders' investments to individualized organizational assessments so that each ministry can grow to meet the needs of its unique community. The plans resulting from ACAM's assessment services have enhanced social enterprise operations, boosted infrastructure and strengthened support bases. Examples of the projects include board development and training, improvements to facilities, technology upgrades and funding diversification.

The Nine Elements Assessment Process

Developed and copyrighted by ACAM, the NEAT© is designed specifically for human services organizations. It includes measuring instruments, a reporting system and procedural guidelines for the assessment process, which is conducted onsite by ACAM consultants. Each organization receives a copy of its NEAT© assessment, an executive summary report and the consultant's recommendations. Human service organizations use the reports to guide their plans for future development; the NEAT© indicators are directly linked to ACAM's Capacity Building Grants Program.

Each of the Nine Elements has specific indicators that assess and identify goals. In all, the NEAT© measures 212 separate indicators. ACAM uses the NEAT© to assess organizational growth over time. This is a remarkable achievement that positions ACAM at the national level of management support organizations developing organizational capacity for nonprofits.

PHASES

Each of the Nine Elements is divided into three development phases:

Infrastructure: This phase helps build the organization's foundation, the fundamental structure and processes needed to be legally compliant and to operate its programs.

Growth: This is an expansion phase in which the organization continues to develop and build on the foundation established during the Infrastructure phase.

Sustainability: This phase defines the ideal: a high-performing organization that responds well to opportunities and challenges.

NINE ELEMENTS

- Board Leadership
- Executive Director Leadership
- Human Resources (Staff & Volunteer)
- Financial Management
- Fund Development
- Program Strategies and Outcomes
- Community Relationships
- Technology
- Facilities

STRENGTHENING NONPROFITS, EMPOWERING THE NETWORK

Organizational Development: Steady Growth is the Trend

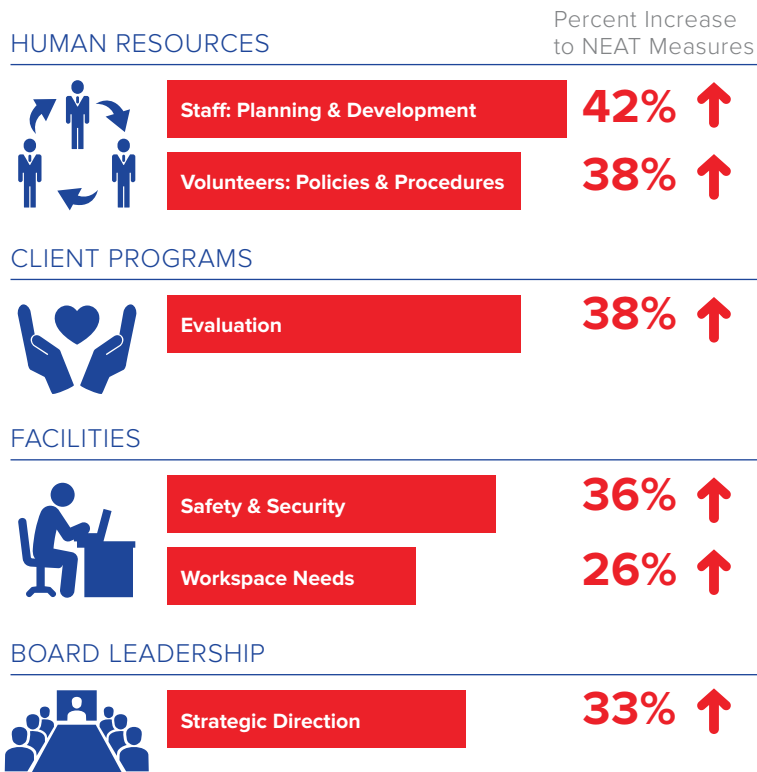| 9 Elements	→	3 Phases
	→	27 Dimensions

DIMENSIONS

Dimensions summarize the critical competencies organizations should develop to excel in each specific element. Over the past few years, ministries have achieved the greatest growth in the following Dimensions: Human Resources Planning, HR Policies & Procedures, Volunteer Management, Program Evaluation, Board Strategic Direction, Board Development, Facilities Safety and Workspace, Information Management and Funding Stability.

Now that all the ministries have completed development of their infrastructure, ACAM's efforts will be focused primarily on maintaining infrastructure successes and meeting growth and sustainability goals. Support will focus specifically on areas not yet completely achieved. ACAM provides the resources, training and technical assistance to help organizations reach higher levels of growth and sustainability.

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.

ORGANIZATIONAL IMPROVEMENTS DRIVE SUCCESSFUL CLIENT OUTCOMES 2011—2016

HUMAN RESOURCES

Percent Increase to NEAT Measures

Staff: Planning & Development	42% ↑
Volunteers: Policies & Procedures	38% ↑

CLIENT PROGRAMS

Evaluation	38% ↑

FACILITIES

Safety & Security	36% ↑
Workspace Needs	26% ↑

BOARD LEADERSHIP

Strategic Direction	33% ↑

HOW WE ENHANCE RESPONSE

Organizational Development and Optimization – Resilient, Sustainable Human Services

Well-run organizations understand the need for growth and continuous quality improvement to remain competitive. ACAM's perspective on increasing effectiveness and performance has evolved as we gain knowledge from evaluations and experiences in capacity building.

Ongoing development, re-engineering and optimization as well as infrastructure development are all critically important to the effectiveness, reach and resilience of community-based nonprofits. At times, we will use "capacity building" to refer to specific projects that are designed to implement organizational or program enhancement.

In 2016, ACAM issued a total of $343,716 in grants to ACAM network partners for capacity building and professional development projects. Network organizations used the funds to increase their capacity to provide 63 different services at their 30 collective sites; they serve an average of 200,000 individuals each year.

ACAM network partners underwent baseline organizational assessments using the NEAT© in 2011 and 2012. In 2016, ACAM was positioned to report the organizational development trends of the network over six years. The graph demonstrates the steady growth in organizational development.

ACAM noted that while ministries made progress overall, a small number of individual indicators had become outdated over time. This illustrates the importance of ongoing assessment and development to maintain and improve performance quality. In total, 81 project goals were identified and achieved by ACAM network partners through the Organizational Development Program with Technology as a clear priority.

STEADY GROWTH IN CAPACITY IS THE TREND
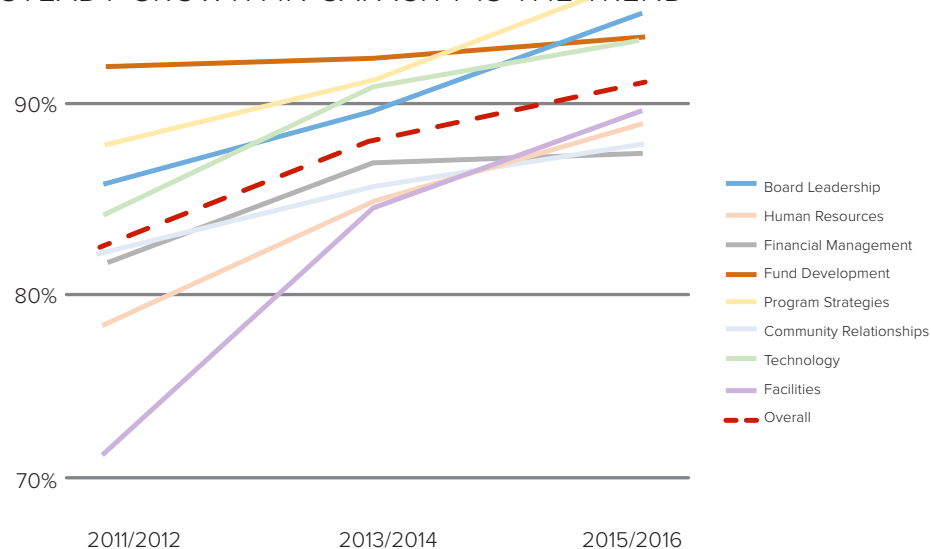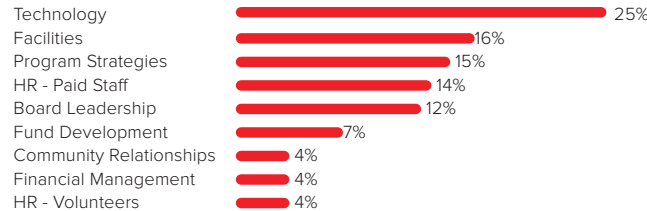
EXAMPLE ORGANIZATIONAL DEVELOPMENT PROJECTS

- Contracted an Operations Manager with strong **FINANCIAL MANAGEMENT** skills to institute documented procedures for A/P and A/R, establish procedural reviews of cash flow projections, and consolidate and simplify its banking, resulting in decisions that increased reserves.

- Completed a comprehensive **COMMUNICATION PLAN** with goals, targets, and resource needs to be used as tools to attract new constituents and additional revenue.

- Implemented an upgraded **CLIENT TRACKING DATABASE** to build client service data reports that meet its reporting requirements.
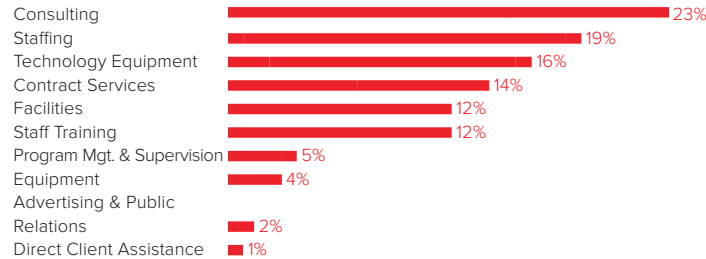
- Hired a **CASE MANAGER** to provide assistance on-site at an elementary school. As a result, 88 families received case management, 26 families attended budgeting workshops, and 17 children enrolled for services.

ACAM Partner Ministry Organizational Development Project Goals by element

Element	Percent
Technology	25%
Facilities	16%
Program Strategies	15%
HR - Paid Staff	14%
Board Leadership	12%
Fund Development	7%
Community Relationships	4%
Financial Management	4%
HR - Volunteers	4%

Technology, facility improvements and program development represented more than half of the 81 project goals. The largest percentage of funding was utilized for consulting services, staff training, technology improvements and other contract services.

Percent of Capacity Building Project Expenditures

Category	Percent
Consulting	23%
Staffing	19%
Technology Equipment	16%
Contract Services	14%
Facilities	12%
Staff Training	12%
Program Mgt. & Supervision	5%
Equipment	4%
Advertising & Public Relations	2%
Direct Client Assistance	1%

- Consultant and new staff position hired to improve the **PROGRAM MODEL** by creating a Theory of Change approach and implementing a comprehensive Financial Education Program. As a result, participation in wraparound services increased by 13%, 250 clients attended financial education classes and 200 received financial management coaching.

- Conducted **PROCESS ANALYSIS** of the organization's pantry program. Clients' wait and shopping times were reduced by 8% and 10% respectively.

- Replaced outdated **COMPUTERS**, which increased efficiency and the number of service units by 6%. A consultant trained staff and developed troubleshooting reports to help improve the integrity of its client data.

HOW WE ENHANCE RESPONSE

ACAM Brings Ministries Together to Learn and to Build Regional Relationships

ACAM's Training and Networking Program promotes best practices, peer learning and information exchange and provides a forum for staff, leadership and board members. 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.

To our knowledge, ACAM operates the only existing Thrift Store Institute in the United States. It meets six times each year and offers thrift store staff and volunteers opportunities to gain knowledge and skills, to network with peers and share successful strategies.

In 2016, ACAM sponsored 35 Training and Networking events, including two special events and two technical assistance workshops. Annual attendance has more than doubled since 2012, indicating that interest remains strong and that participants' needs are being met. This is reflected by survey scores that are overwhelmingly positive, with over 99% of participants consistently indicating that the training workshops are informative, useful and relevant to their work.

286 unduplicated nonprofit staff, volunteers and funders attended in 2016.

99% of 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
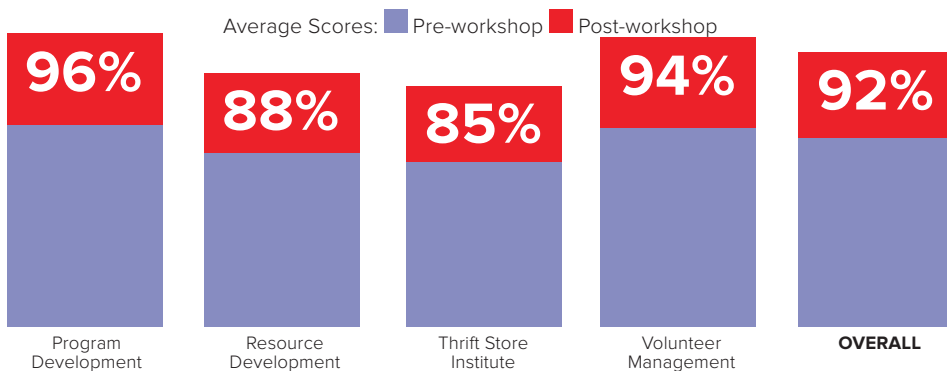
2016 Training Program Topics

Leading the Way to Effective & Successful Volunteer Engagement • Rally, Retain, Recognize: The Art of Managing Volunteers • Time-Tested Volunteer Recruitment Tips That Still Work • It's All About Them: Connecting Volunteers with their Passions • The Risks & Liabilities of Volunteer Management • Putting it all Together: Developing a Great Volunteer Management Plan • The ABC's of a Great Food Pantry Program • Stats & Stories: Are We Really Making an Impact? • Food Pantry Best Practices...A Road Trip • Staying in the Black: Principles & Practices of Sound Financial Management • Disaster Training for Faith Organizations with ACAM • Nutrition, Storage & Disaster Preparedness: a Food Pantry Road Trip • Understanding & Competing in the 21st Century of Fund Development • Fundraising When You Do Not Have Time • Unleash Your Team's Potential: Moving from Stuck to Success • Creative Programs for Transformational Growth • Making the Case: The Use of Persuasion in Fundraising • Getting & Keeping a Highly Effective Team • What Can We Learn from Successful Retailers? • Making Every Marketing Dollar Work For You • Key Leaders Conference
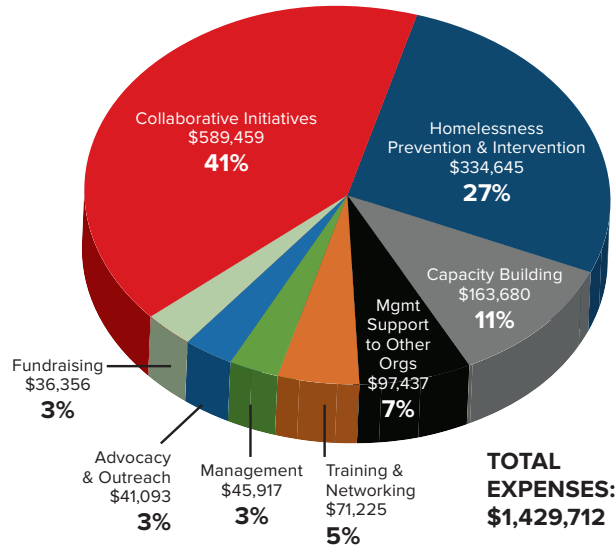
TRAINING RESULTS:
AVERAGE TEST SCORES INCREASED FROM **64%** TO **92%**

Pre- and post-assessments gauge the growth in knowledge of workshop participants. Attendees demonstrated significant gains in knowledge after completing ACAM workshops.

Average Scores: ■ Pre-workshop ■ Post-workshop

96%	88%	85%	94%	92%
Program Development	Resource Development	Thrift Store Institute	Volunteer Management	**OVERALL**

"ACAM has had **A POWERFUL EFFECT** *on our organization's ability to serve the community. Their investment in helping us* **'BE THE BEST WE CAN BE'** *not only helps everyone in our organization, but has a ripple effect throughout the community. They are very vested in not just an organization's professional growth and impact, but also in the individual's professional and personal growth within the organization. The training sessions are always* **SPOT-ON IN THEIR RELEVANCY**. *The networking opportunities they provide give us all the chance to share experiences and learn from each other and often result in terrific collaboration. The entire staff is* **DEDICATED**, **PROFESSIONAL** *and always willing to answer any questions or give direction and guidance when needed."*

2016 Functional Expenses By Program

Collaborative Initiatives
$589,459
41%

Homelessness
Prevention & Intervention
$334,645
27%

Capacity Building
$163,680
11%

Mgmt
Support
to Other
Orgs
$97,437
7%

Fundraising
$36,356
3%

Advocacy
& Outreach
$41,093
3%

Management
$45,917
3%

Training &
Networking
$71,225
5%

**TOTAL
EXPENSES:
$1,429,712**

ACAM Balance Sheet 2016

ASSETS

Current Assets	
Cash	$630,308
Federal Grant Receivable	87,738
Prepaid Expenses	2,525
Total Current Assets	720,571
TOTAL ASSETS	**720,571**

LIABILITIES & EQUITY

Liabilities	
Current Liabilities	
Grants Payable	55,659
Total Liabilities	55,659
Equity	
Temp. Restricted Net Assets	179,320
Unrestricted Net Assets	485,592
Total Equity	664,912
TOTAL LIABILITIES & EQUITY	**720,571**

In 2016, ACAM provided 80 grants valued at $882,026.48, or 57.9% of $1,523,820 in total revenue.

Program	Value	% of funds	# of grants
Organizational Development	$333,631.60	38	18
Homelessness Prevention	$277,161.66	31	9
Health Benefits Access Program (HBAP)	$164,000.00	19	4
Disaster Recovery & Relief	$67,148.34	8	43
Program Advancing Capacity Elements (PACE)	$30,000.00	3	3
Professional Development	$10,084.88	1	3
TOTAL	**$882,026.48**		**80**

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