A Message from the President and the CEO

We are pleased to share with you our 2017 Impact Report. As we reflect on the past year, we celebrate the successes of the ACAM Network even as we continue to help our communities fully recover from an unprecedented natural disaster. At the same time, we are boldly setting our sights on the future by asking an ambitious yet essential question: how can ACAM be of greater service—not only to our region but also beyond?

Within our existing network, the resources are vast:

- **69 different services** already in place to promote family well-being throughout our five-county region
- **200,000+ people served across a diverse spectrum of needs:** economics education, health, housing, utilities, food, and more
- **7.5M pounds of food** distributed to hungry families
- **10,000+ hours of case management and counselling**
- **$3.8M in housing assistance for those at risk of homelessness**

Additionally, ACAM’s programs help nonprofits maximize their productivity through processes that optimize:
- Volunteer time and talent
- New and existing financial resources
- In-kind contributions
- Human resources
- Low-cost technical assistance
- Collaborative opportunities
- Ongoing evaluation of overall effectiveness

Our expertise in these areas positions us to share best practices on collaborative capacity building at a national level. To do so, we must expand our conversation to involve organizations outside our network who share our goals of homelessness prevention, poverty reduction, and family resiliency. To put it concisely, it’s time to think big.

We intend to make 2018 a year of strategic planning. The leadership has already begun discussions on designing cost-efficient, effective models for leveraging the strengths within the network for greater impact. This process could not begin at a more pivotal moment—a time when our region must recover from great loss. The ACAM Network is uniquely situated to participate in the rebuilding of our region and to glean insights that can serve other parts of the country in the future. The next Harvey may not hit Houston, but the ACAM Network’s experience may prove invaluable as we share it with our neighbors.

As always, we are deeply grateful to our supporters, partners, board, and staff for their dedication. Every workshop, collaborative project and innovation session has been enhanced by your commitment to network-wide development. Moreover, your response to the emergency needs of the community in 2017, as well as your long-term commitment to full recovery, prove that this region is blessed by the generosity and grit of faith-based human service organizations and so many partners who deeply care about our shared community.

We invite you to take the next step forward with us toward a broader impact on poverty.

It is our mission and our privilege.

Sharon J.L. Zachary, MA  
CEO

Greg Hambrick  
Board Chair
Together We Do More

2017 OUTCOMES

Participating Partner Organizations: 25
Total Attendance: 523

Partners in the ACAM Network: 14
ACAM Network partners completing organizational assessments: 5
ACAM Network partners who improved their organizational capacity as a result of capacity building support (100%): 12
*Training All Access Pass Organizations: 10
Program Advancing Capacity Elements (PACE): 4

292 Unduplicated individuals attending across all sessions
191 Unduplicated individuals attending trainings
162 Unduplicated individuals attending leadership events
98% Attendees found trainings informative, useful, and relevant to their work

$1,115,984 amount of funding generated
$293,000 approximate value of items and services to ministries
92% 55 out of 60 organizational development goals achieved

4 COLLABORATIVE INITIATIVES

95.2% people remaining stably housed 3 months after program exit
2,740 people with increased access to benefits
4,180 benefit applications for the HBAP program

COMMUNITY EDUCATION & OUTREACH

1,991 Hours of Additional Technical Assistance to Ministries
204 Meetings Attended
6 Areas of Focus
3 Awards (GuideStar Platinum, GreatNonprofits and Governor's Volunteer Award VISTA)
MANY THANKS TO OUR SUPPORTERS

Organizations
Amegy Bank
The Baxter Trust
BBVA Compass Foundation
Comerica Bank
Covenant Baptist Church
Episcopal Health Foundation
Fast Forward Analytics
GE Foundation
The George Foundation
Greater Houston Foundation
Touchdown Houston, NFL
Host Committee Charitable Fund
Houston Apartment Association
JPMorgan Chase & Co.
JustGive
LaPorte CPAs & Business Advisors
The Lewis & Joan Lowenstein Foundation
The Marek Family
MFM Consulting
Mortgage Bankers Association of Louisville Inc.
MUFG Union Bank Foundation
Network for Good
Nextep, Inc.
Prudential Financial Services
Rockwell Fund, Inc
Sechrist * Duckers LLP
Texas Department of Housing & Community Affairs (TDHCA)
Texas Presbyterian Foundation - Robertson Donor Advised Fund
United Way of Greater Houston
Wayne Duddlesten Foundation
Wells Fargo

Individual Contributors
Domingo Barrios
Michael & Diane Begalla
Terry & Cynthia Bell
Jessica Byerly
Sarah Duckers
Sharon Edwards
Josh & Valerie Ellis
David Ernst & Julia Domian-Ernst
Joe & Harriet Foster
Bonnie Frazier
Diana Garbis
Millie Garrison
Michael Glenn
Greg Hambrick
Robert Harris
Michael McGowan
Bryan Mick
Susan Montgomery
Steve Mulvenon
Tierra Owen

Kenneth Pederson
Ronald Restrepo
Elihu Robertson
Fred Robertson
L. Bently & Kittie Sanford
Michael Shirl
Emily Stewart
Alan Watkins
Jean West Evans
Sharon Zachary
MINISTRIES IN ALLIANCE

ACAM Partners
East Fort Bend Human Needs Ministry
Epiphany Community Health Outreach Services (ECHOS)
Emergency Aid Coalition (EAC)
Humble Area Assistance Ministries (HAAM)
Interfaith Caring Ministries (ICM)
Interfaith of the Woodlands (IOW)
Katy Christian Ministries (KCM)
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
Catholic Charities of the Archdiocese of Galveston/Houston
Interfaith Ministries for Greater Houston (IM)

PACE Participating Organizations
Braes Interfaith Ministries
Cy-Hope
Main Street Ministries
Southeast Area Ministries (SeAM)

All Access Pass Program Participants
Christian Community Service Center (CCSC)
Cy-Hope
Lighthouse Christian Ministries (LCM)
Memorial Assistance Ministries (MAM)
Southeast Area Ministries (SeAM)
Tomball Emergency Assistance Ministries (TEAM)
Crisis Assistance Center (CAC): formerly
Montgomery County Emergency Assistance (MCEA)
Main Street Ministries
Resale with a Purpose
WARM, Inc.
ACAM Network partners assist those in need in all areas of life: basic necessities (housing, clothing, food), medical needs (prescriptions, immunizations), education and life skills development, benefits application assistance (Medicaid, SNAP), and much more.

The ACAM Network serves approximately 207,000 people with 69 various services

<table>
<thead>
<tr>
<th>Service</th>
<th># Units</th>
<th># Clients Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Assistance: Rental &amp; Mortgage</td>
<td>9,353 payments valued at $2.8m</td>
<td>27,404 people (60% children)</td>
</tr>
<tr>
<td>Utility Assistance</td>
<td>7,780 payments ($1.2m)</td>
<td>22,100 people</td>
</tr>
<tr>
<td>Food Programs</td>
<td>4,677,182 meals (5.6m lbs, $11m)</td>
<td>116,541 people</td>
</tr>
<tr>
<td>Donated Clothing/Vouchers</td>
<td>72,955 vouchers</td>
<td>14,913 people</td>
</tr>
<tr>
<td>Refugee Resettlement</td>
<td>988 units</td>
<td>142 families</td>
</tr>
<tr>
<td>Immigration Legal Assistance</td>
<td>1,135 contacts</td>
<td>989 people</td>
</tr>
<tr>
<td>Job Search Assistance</td>
<td>2,723 sessions</td>
<td>2,698 people</td>
</tr>
<tr>
<td>Counseling &amp; Case Management</td>
<td>91,276 contacts</td>
<td>28,204 clients</td>
</tr>
<tr>
<td>Adult Education</td>
<td>5,918 hours</td>
<td>4,611 students</td>
</tr>
<tr>
<td>Children &amp; Youth Programs</td>
<td>10,060 sessions</td>
<td>1,664 children</td>
</tr>
<tr>
<td>Senior Services</td>
<td>21,250 units</td>
<td>139 seniors</td>
</tr>
</tbody>
</table>
In 2017, the Houston metropolitan area experienced the second costliest natural disaster in our history: Hurricane Harvey. Without hesitation, faith-based organizations sprang to action, working tirelessly to provide emergency supplies, disaster case management, and critical services such as housing and relocation assistance, job search and placement, and financial aid.

ACAM Network partners have played a particularly important role in this response by serving predominantly low-income families. These storm victims do not have the resources to recover from the devastation they have suffered. While they wait to receive government aid, many are left with absolutely nothing. This is exactly where the ACAM partner ministries step in.

**Building Family Resiliency**

- 97% of families served by the ACAM Network have low incomes.
- 99% have low to moderate incomes.
How Harvey Affected Us:

- **122,331** evacuated
- **97,212** homes flooded
- **15,662** apartment units damaged
- **$73 billion** in property damage
- **$8.5 billion** in lost economic output
- **74,000** jobs affected
- **82** deaths
- **632,388** valid FEMA registrations

Regional Disaster, Regional Response

How The ACAM Network Responded:

- **$10 million** raised for relief and recovery services
- **47,175** volunteers
- **$4.4 million** relief goods donated to ministries
- **105,707** people served by the network’s efforts

Source: Episcopal Health Foundation FEMA MAP

Episcopal Health Foundation Hurricane Harvey Resources

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Recovery Requires Sustained Solutions

When a disaster of any kind strikes, nonprofit staff and volunteers step up to significantly increase essential community aid, and organizations need management support services more than ever. In alignment with best practices and lessons learned, ACAM forges a vital link of connectivity by quickly:

- collecting and disseminating information provided by each partner regarding resources needed within, and available to, the network
- facilitating coordination with the faith-based community
- providing ongoing training and evaluation for staff and volunteers

The result is greater resources, quicker and more effective service delivery, and better results for disaster victims.

Moving Forward

It has been estimated that for every day a disaster lasts, a region requires one month of relief. Harvey lingered over the Houston area for four days with floodwaters lingering for up to ten days after the storm. Consequently, the immediate relief phase stretched across four months. Intermediate and recovery phases will last ten months or more, depending on the circumstance of each family affected. Long-term recovery for our community may take five years or more.

The ACAM Network is committed to staying involved in this entire process. Our goal is sustainable resiliency: lifting affected families out of despair, beyond their basic needs, and into self-sufficiency.
**Housing and Economic Impacts on Families**

The housing affordability gap in Houston is expanding. Since the disaster, rents have reportedly increased by 17% and are climbing, yet vacancy rates are very low, with 45,000 apartment units and 200,000 homes damaged or destroyed. This along with lost wages, an estimated $8 billion in lost productivity, and 14,000 lost jobs means more families are at risk of homelessness. Add housing and job instability to the trauma of surviving a disaster, and it is easy to see why full restoration of our region must include both infrastructure reconstruction and the broader “human recovery” of healing family supports and reestablishing general well-being.

**How the Network Combats Homelessness**

- Since 2009, the collaborative has deployed $4.6M to successfully stabilize 2,658 people with permanent, unsubsidized housing, 1,365 (51%) of whom were children at risk of homelessness.
- ACAM partners provide high-intervention case management intensive services that target those with multiple barriers to achieving housing stability.
- With case managers helping families develop housing stability plans, 100% of families last year remained stably housed with no further government subsidies.
- 95% of those families maintained housing for three or more months after leaving the program.

The ministries help families achieve lasting housing stability and self-sufficiency in a short amount of time through:

- Adult Basic Literacy & GED Classes
- Employment Services
- English Classes (ESL)
- Benefit Application Assistance
- Food and Clothing
- Budgeting/Financial Classes
- Immigration & Legal Assistance
- Counseling
- Prescription Assistance
- Transportation Assistance
- Domestic Violence Counseling
- Utility Assistance
Untreated illness and excessive medical bills are significant triggers for homelessness. Families with low incomes are at greater risk for chronic health conditions. By working together to scale up benefits access assistance services, the ACAM collaborative alleviates a key threat to the health and well-being of families in our region.

The ACAM Collaborative Health Benefits Access Program supports the development of services at partnering organizations to help families obtain needed coverage. We help families gain access to needed medical and nutritional benefits, increasing their ability to lead healthier lives and adopt stable sources of medical care.

In 2017, our data revealed a “super-at-risk” population with critical needs going unmet. 69% of low-income individuals who needed medical care, but were denied health benefits, never saw a doctor. These individuals will likely continue to decline in health because they are faced with paying for their own care or forgoing necessities for their families.

**Approved Applicants Twice as Likely to Receive Care**

<table>
<thead>
<tr>
<th>PCT Need /Accessed Care</th>
<th>81%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denied Applicants</td>
<td>31%</td>
</tr>
<tr>
<td>Approved Applicants</td>
<td>62%</td>
</tr>
</tbody>
</table>

ACAM plans to take this program to the next level, creating linkages to other community health care options for those with a medical need who are denied coverage.

ACAM Health Benefits Access Program Is Reaching the Underserved

- 81% Applications completed for those uninsured

Program Results

- 77% Enrolled in medical and related programs
- 30% More people with a specific source of ongoing care or "medical home"

Program Growth

- 30% Increase in the number of people served
- 40% Growth in benefit applications

The ACAM Collaborative is helping to reduce the number of uninsured in our region, and evaluation is informing next steps.
ACAM raises awareness
As a network, we understand the needs and assets of local families and the many barriers they face, as well as the common interests, challenges, and goals of the nonprofits that serve them. Therefore, we are able to communicate regional issues from the network to various funding and decision-making entities. In the process, ACAM highlights the work of our partners as essential human service providers that offer culturally and linguistically competent services within areas of high need.

ACAM fosters cross-sector relationships and advances collaboration
ACAM provides a forum for network partners to engage with a variety of local leaders and groups and communicates the needs and positions of our stakeholders during community planning. This year, ACAM attended 204 meetings to advance the Network’s mission, support our regional partners, and help develop future strategies. This work fosters a learning community and leads to increased awareness, leveraged resources, and the identification of collaborative opportunities.
ACAM conducts community education and outreach in the 6 priority areas our partners identified. ACAM's participation in these key areas helps to ensure coordinated community strategies.

ACAM adds value to cross-sector relationships addressing imperative issues such as homelessness prevention, affordable housing, public health and health care access, disaster relief and recovery, as well as poverty reduction and community development.
The ACAM Network Serves Families Across the Region

ACAM Partners

- Zip Code Restricted Ministry Locations
  - Cy-Hope
  - East Fort Bend Human Needs Ministry (EFBHNM)
  - Humble Area Assistance Ministries (HAAM)
  - Interfaith Caring Ministries (ICM)
  - Interfaith of the Woodlands
  - Katy Christian Ministries (KCM)
  - My Brother's Keeper Outreach Center
  - Southeast Area Assistance Ministries (SeAM)
  - St. Vincent's House, Galveston
  - West Houston Assistance Ministries (WHAM)

- Non-Zip Code Restricted Ministries
  - Emergency Aid Coalition (EAC)
  - Epiphany Community Health Outreach Services (ECHOS)
  - Main Street Ministries (MSM)
  - Society of St. Vincent de Paul
  - Wesley Community Center

- 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.
Regional Engagement for a Stronger Safety Net

Deepening Connections

-**Community Education & Outreach Sessions**
  - Health & Health Care Access: 20 (10%)
  - Homelessness Prevention & Housing: 46 (23%)
  - Poverty Reduction & Community Development: 8 (4%)
  - Organizational Development & Collaboration: 9 (4%)
  - Disaster Preparedness, Relief & Recovery: 60 (29%)
  - Partner & Stakeholder Outreach: 61 (30%)

n=204

To Meet Community Objectives

- Help shape the Network’s role in developing a vibrant, healthy region
- Connect family self-sufficiency and health to the work of other stakeholders
- Create opportunities to explore challenges & solutions
- Contribute to the goals and successes of other organizations and sectors

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TALENT IS OUR GREATEST ASSET

ACAM provides training and development programs in five areas critical to community assistance ministries:

- Executive Leadership
- Resource Development
- Thrift Store Institute
- Program Development
- Volunteer Management
Training results: average test scores increased from 69% to 94%.

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

<table>
<thead>
<tr>
<th>2017 (Score in %)</th>
<th>Program Development</th>
<th>Resource Development</th>
<th>Volunteer Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Test</td>
<td>50%</td>
<td>77%</td>
<td>66%</td>
</tr>
<tr>
<td>Post-Test</td>
<td>81%</td>
<td>98%</td>
<td>93%</td>
</tr>
<tr>
<td>Increase</td>
<td>62%</td>
<td>27%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Thank you Annual Key Leader Event Sponsors!

Feedback shows that the program is achieving its intended objectives to create a learning environment around pertinent topics related to attendees’ actual day-to-day work. Leveraging collective knowledge and experience improves outcomes, cost effectiveness, and productivity, leading to a greater capacity to develop and deliver quality programs.
The 30 Training & Networking opportunities ACAM hosted in 2017 were led by program and development experts and included topics such as:

- **A Discussion on Disaster Planning**
- **The Art of Effective Collaboration**
- **Marketing on a Shoestring Budget**
- **Volunteer Recruitment & Retention**
- **Thrift Store Institute: Maximizing Donations**

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**2017 Training & Networking Events**

<table>
<thead>
<tr>
<th>Total Training &amp; Networking Sessions</th>
<th>Total Participating Partner Organizations</th>
<th>Total Organizations Served</th>
<th>Total Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>25</td>
<td>119</td>
<td>523</td>
</tr>
</tbody>
</table>

No. of Partner Organizations Participating:

- Executive Leadership (8 sessions): 14
- Program Development (6 sessions): 20
- Resource Development (6 sessions): 20
- Thrift Store Institute (3 sessions): 15
- Volunteer Institute (5 sessions): 20

No. of Sessions:

- Executive Leadership (8 sessions)
- Program Development (6 sessions)
- Resource Development (6 sessions)
- Thrift Store Institute (3 sessions)
- Volunteer Institute (5 sessions)
ACAM designs trainings with partners’ programs and goals in mind for maximum impact.

Group members encourage each other's growth and develop stronger relationships as they share successes, challenges, innovations, and specific implementations of best practices.

ACAM Network partners develop more than $5.5 million in revenue through their thrift stores each year. To our knowledge, ACAM operates the only Thrift Store Institute in the United States.

By providing trainings, meetings where members can discuss best (and not so best) practices with their peers, a variety of resources and constructive evaluations, ACAM helps each of its member agencies to grow to their full potential and beyond.

The ACAM Thrift Store Institute has helped my staff immeasurably with training on pricing, merchandising, marketing and everything in between.

This is our second year being associated with ACAM and our agency has definitely seen a positive impact as a result of our affiliation. We have seen a growth in our capacity to serve, collaborations and in our overall governance. It has also enabled some wonderful learning experiences for our staff through training and networking opportunities that could not be accomplished as effectively without this resource.

Across Greater Houston, the well-trained, committed, energized staff in the ACAM Network help continue the vital work of poverty reduction more effectively, more efficiently, and in ways that will positively impact the region for years to come.
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.

– GreatNonprofits Review

ACAM has more than 70 reviews. See more at GreatNonprofits.org.

We find the ACAM trainings very useful because they are targeted to nonprofits like ours directly applicable to our organization. The collaboration and support are just as important as the trainings themselves. Moderated group discussions have helped us sense that “we’re all in this together.” Through networking opportunities, we’ve been able to build relationships with other organizations. Everyone is willing to help and share information. When considering an online resale store we talked to several other organizations about how their online stores were doing. Those relationships proved to be invaluable as we launched our own online resale shop.

– Marie Schwartz, Director of Programs, Society of St. Vincent de Paul

The biggest benefit for our organization is the ability to leverage the network and to learn. We take advantage of the “brain trust.” For example, we connected with another organization, how they ran their food fairs. Based on that collaboration we made changes to our own intake process. And when we went into disaster relief mode following Hurricane Harvey, we wanted to provide emergency financial assistance for rent, utilities, furniture, grocery cards, METRO cards, etc. By talking to our sister ministries who shared experiences we hit the ground running without having to reinvent the wheel.

– Cathy Moore, Executive Director, ECHOS (Epiphany Community Health Outreach Services)

We got the Training & Networking All-Access Pass after we saw how useful the training sessions were. Access to valuable information that would have taken us months to research and find, we got in a few hours. You feel like you’re part of a family. In one of the training sessions the seed was planted to open a resale store. We opened our resale market one year later and within 10 months we recouped all our startup fees making a profit. We now have a steady stream of income and expanded our current programs. That new funding source has been a game-changer for us.

– Holly Calbat, Accountant & Donor Relations, Cy-Hope

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– Holly Calbat, Accountant & Donor Relations, Cy-Hope
The Nine Elements Assessment Tool (NEAT©) is ACAM's proprietary on-site evaluation instrument to measure organizational development. NEAT© results provide human service organizations with needed information on growth and productivity in nine areas (Elements) of capacity.
What We’ve Learned

Assessments deploying the NEAT© tool yield incredibly rich data used to identify trends. The data is also used to create the tailored strategies that foster growth in organizations.

To structure the evaluation schedule, ACAM’s network partners are grouped into two cohorts with staggered evaluation years with one cohort participating in NEAT© evaluation each year. As of 2017, Cohort 1, created eight years ago, has had four NEAT© evaluations. Drilling down into this data, we are able to look at each organization individually and help create growth and improvement.

### 2011-2017 Greatest Point Gains per Dimension: 2017 Cohort

<table>
<thead>
<tr>
<th>ELEMENTS</th>
<th>2011 Baseline Capacity</th>
<th>Growth in Capacity through 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR: PAID STAFF - HR Planning</td>
<td>56.3%</td>
<td>37.5%</td>
</tr>
<tr>
<td>FACILITIES - Safety</td>
<td>46.4%</td>
<td>35.7%</td>
</tr>
<tr>
<td>COMMUNITY RELATIONSHIPS - Communications</td>
<td>64.3%</td>
<td>28.6%</td>
</tr>
<tr>
<td>TECHNOLOGY - Information Management</td>
<td>62.5%</td>
<td>27.5%</td>
</tr>
<tr>
<td>HR: VOLUNTEERS - Policies &amp; Procedures</td>
<td>45.8%</td>
<td>25.0%</td>
</tr>
<tr>
<td>FUND DEVELOPMENT - Stability</td>
<td>71.3%</td>
<td>22.5%</td>
</tr>
<tr>
<td>PROGRAM STRATEGIES - Program Evaluation</td>
<td>75.0%</td>
<td>20.8%</td>
</tr>
<tr>
<td>FACILITIES - Workspace</td>
<td>71.9%</td>
<td>18.8%</td>
</tr>
<tr>
<td>HUMAN RESOURCES PAID STAFF - Policies &amp; Procedures</td>
<td>78.0%</td>
<td>18.7%</td>
</tr>
<tr>
<td>TECHNOLOGY - Technology Management</td>
<td>75.0%</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

2011 Baseline Capacity | Growth in Capacity through 2017
An Individualized Approach

NEAT© makes it possible to observe both network-wide trends as well as those of individual organizations, resulting in powerful data archives that instruct tactics for future development.

As shown above, the two organizations have experienced growth in different areas, at different times, and at different rates. For instance, while Organization A has plateaued in the element of Community Relationships, Organization B has attained a score of 100% for that element. In 2018-2019, ACAM's investments of time and money will vary for each partner based on their individual strengths and needs.

ACAM meets partners where they are.
Leveraging For The Future

After eight years of conducting NEAT© evaluations, we are faced with an important question: what's next? Taking a broad survey of the network's overall progress, we find organizations typically fall into one of three categories:

The three groups, the Builders, Climbers and Evolvers are the framework for ACAM's Next Generation Organizational Development Program. The NEAT© reveals next steps for growth for the Builders and the Climbers. The Evolvers are organizations that have achieved close to 100% proficiency on most NEAT© indicators. Collaboratively, the Evolvers will help design their group’s goals. Through this framework, ACAM will continue to meet each organization where they are.

This new phase of ACAM's evolution is both ambitious and exciting. It is uncharted territory that could have far-reaching effects, not only for our region, but for human services organizations outside our network. It is our hope that the NEAT© tool and what we learn from the Next Generation Organizational Development Program will generate insights that one day can benefit all nonprofits that share the mission of moving families beyond their basic needs and into self-sufficiency.
Organizational Development Projects Support Growth

In 2017, over half of the 60 goals established by network partners focused on three Elements: Program Strategies & Outcomes, Human Resources, and Fund Development. Of these 60 goals, 92% were completed, and 5% were partially completed. The largest percentages of funding were used to enhance Program Strategies & Outcomes and improve Facilities.

Partner Project Goals Completed in 2017

92% Completed
5% Partially Complete
3% Incomplete

Partner Project Goals by Element

- 4% Board Leadership
- 8% Community Relationships
- 8% Technology
- 30% Program Strategies & Outcomes
- 18% Human Resources
- 18% Fund Development
- 30% Facilities
- 5% Technology
- 13% Human Resources
- 11% Fund Development
- 10% Community Relationships
- 4% Financial Management

Partner Project Expenditures by Element

- 31% Program Strategies and Outcomes
- 30% Facilities
- 18% Fund Development
- 18% Human Resources
- 30% Program Strategies & Outcomes
- 8% Technology
- 8% Community Relationships
- 5% Technology
- 10% Facilities
- 10% Community Relationships
- 11% Fund Development
- 13% Human Resources
- 4% Financial Management
- 4% Board Leadership
ACAM’s Organizational Development Investment

- ACAM invested in a delivery truck to support a social enterprise that provides revenue to organizational programs assisting families in need.

ACAM enhanced technology infrastructure, including increased bandwidth, new equipment and system consulting.

- ACAM invested in an assessment tool (purchased CASA e-tests) for the English as a Second Language Program to measure student improvement.

Results in Better Service to More Families

- Increased sales by 19% in 5 months and 24 additional families were assisted with basic needs and self-sufficiency services.

- Ability to provide adult education classes and submit health benefits applications simultaneously without system slowdown resulting in an immediate 6% increase in clients served.

- Increased ability to assess 60 students’ English proficiency, target class-level placement & report program impact.

Sustainable Returns for the Community (Projected Returns Over 5 Years)

- 755 additional families assisted
- $168,000 in new revenue generated for programs
- 20,442 additional people, 6,814 families, assisted with 102,210 health and education sessions (increases of 69%)
- 900 students improve English proficiency through 360 targeted classes addressing the needs of students speaking an average of 5 different languages.
FINANCE

ACAM Balance Sheet 2017

Dec. 31, 2017

ASSETS

Current Assets
- Cash $998,282
- Grant Receivables $108,001
- Prepaid Expenses $2,489

TOTAL ASSETS $808,772

LIABILITIES & EQUITY

Liabilities
- Current Liabilities
  - Accounts Payable
    - Total Accounts Payable $21,201
    - Total Grants Payable $24,847
  - Total Liabilities $46,048

Equity
- Temp. Restricted Net Assets $226,848
- Unrestricted Net Assets $535,876

Total Equity $762,724

TOTAL LIABILITIES & EQUITY $808,772

Expenses by Function

In 2017, ACAM provided 62 grants valued at $955,089 (59% of revenue)

- $65,171 (4%) Community Education & Outreach
- $77,566 (5%) Management
- $72,941 (5%) Training & Networking
- $265,474 (18%) Homelessness Prevention & Intervention
- $46,052 (3%) Fundraising
- $521,700 (34%) Organizational Development
- $473,114 (31%) Collaborative Initiatives

TOTAL EXPENSES $1,522,018

Fundraising 46,052 3%
Management 77,566 5%
TOTAL 123,618 8%
LEVERAGING THROUGH MATCH FUNDS

Matching funds raised by The ACAM Network in support of programs and projects compound the impact of the original grant. Total reported collaborative project expenditures were $1.46M, of which 34% were matching contributions. The ability of the Network to engage in strong co-funding relationships significantly increases resources to achieve program goals, as $0.51 on the dollar was contributed through other sources.

The graph below presents a sample of 2016-17 programs and match funds raised by both ACAM and the partnering organizations.

In 2016-17, ACAM and Program Partners Leveraged Every Dollar Granted with .51 in Match Funds
THE ACAM TEAM

STAFF

Sharon Zachary
Chief Executive Officer

Ms. Zachary meets organizations where they are and helps them ignite and enact a broader, bolder mission-aligned vision of their role in community transformation. With more than 21 years as a CEO, Ms. Zachary’s leadership style combines her business and community acumen with her experience in and passion for health and human services and continues to create confidence in the many stakeholders needed to cultivate thriving collaborations. Since 2009, she helped the ACAM Network expand nonprofit organizational development by leading six initiatives with more than 500 projects in areas such as food security, organizational development, homelessness prevention, and health access, while developing more than $10M in resources to support them. She holds a master’s degree in clinical psychology and is experienced in strategic planning, program development and evaluation, nonprofit management, and developing public-private partnerships. She views nonprofit organizational development as key to growth and sustainability and as an essential component of grantmaking to ensure investments create lasting impact. She has served a diverse group of organizations, including both government and nonprofit and both direct service and intermediary.

Jessica Byerly
Director of Operations and Evaluation

Ms. Byerly’s background in collaboration with an economic development perspective enhances ACAM’s unique ability to identify and communicate critical connections between human service outcomes and related community and regional impacts. Throughout her career in the Gulf Coast region, Jessica has worked to provide families and communities with tools and resources to strengthen capacity and resiliency, workforce development, housing stability, disaster relief and recovery, regional planning and small business development. She is an experienced executive leader invested in the power of data, relationships, and service to the greater good. Her abilities to balance program coordination, financial management and nonprofit administration have resulted in ACAM achieving GuideStar Platinum status, top ratings from GreatNonprofits, and recognized fiscal transparency, which have increased ACAM’s visibility a nonprofit on the move.

Evelyn Kitieu
Project Optimization Manager

Mrs. Kitieu introduces new methods, ideas, and products to ACAM’s operations and programs. She is passionate about the world of philanthropy and making her community a better place. She holds a bachelor’s degree in economics and a master’s degree in public policy and administration. Previous work includes administering the Canadian Federal Government’s Employment Insurance Work-Sharing Program during the country’s Great Recession, and improving the home-based care system for AIDS patients, through the United Nations in Johannesburg, South Africa, by developing and implementing financial and educational tools for affected families.

Kristina Mertz
Resource Development VISTA

Miss Mertz is providing general project support in grant writing, data collection, reporting and marketing. She is a recent graduate with a bachelor’s degree in social work. Most recently, she interned at an anti-poverty nonprofit organization in Tennessee serving as a High School Transition Coach and developed a new curriculum for the after-school program. Kristina is excited to be able to learn new skills in community organization and fundraising during her time with ACAM. After her time as an AmeriCorps VISTA, Kristina plans to pursue her MSW with a concentration in nonprofit studies.
CONSULTING TEAM

Under the leadership of ACAM’s CEO, board and staff, ACAM has assembled a highly skilled and specialized group of consultants to advise and support ACAM and its partners, positioning ACAM to operate with maximum effectiveness and efficiency.

PROGRAM MANAGEMENT, EVALUATION AND RESEARCH

Paula Pipes
Pipes Research and Consulting
Paula collaborates with clients to clarify and achieve the organizational, program, and information improvements they need to advance their mission. She has provided ACAM research, evaluation, program management, organizational assessments and other consulting supports since 2009.

Steve Young
Young Consultation & Training
Steve Young and his wife, Kelly, provide training, professional development, performance coaching, and program/organizational consultation to nonprofit organizations and social service providers. Steve plans and facilitates training for ACAM’s partner organizations and other participating Houston area ministries and community service providers.

Tina Council
I Am Pleased Development Center
Tina leads a Texas-based consultancy dedicated to developing individuals and organizations to their full potential. With more than 30 years in the finance, banking, real estate, fundraising and nonprofit sectors, she has provided ACAM project support, project evaluation and organizational development assessments since 2009.

Mike Shirl
Michael Shirl Consulting, LLC
Mike Shirl has nearly 40 years of experience serving community and faith-based nonprofits at all levels. He is currently consulting with ACAM to provide project support, project evaluation and organizational development assessments.

COMMUNITY AWARENESS, MARKETING & FUND DEVELOPMENT

Wendy Ballard
WOW ME Consulting
Wendy is a strategic communications specialist in social media, brand awareness and constituent engagement. She has nearly 20 years of restaurant, retail and marketing experience. Wendy is active in her field and in the community, serving on service boards and committees. She began managing ACAM’s social media accounts in 2017.

Lauren Kirkwood
ImageSource Visual Communications
Lauren Kirkwood is a professional storyteller, a talent that led her to form her own production company, ImageSource Visual Communications. With her unique ability to weave and blend inspirational stories through her video productions, she helps organizations reach their audiences and communicate their message with pinpoint accuracy. She has consulted with ACAM since 2009.

Valerie Ellis
Ellis Consulting
Valerie Ellis brings more than 15 years of fund development experience to ACAM, and was ACAM’s Associate Director before she became a consultant. Valerie provides customized services for a wide variety of nonprofit organizations in development planning, public and private grants, organization and program budgets, philanthropic relationships, annual campaigns, individual donor strategies, and program evaluation.

Whitney Reed
Within Reach Consulting, LLC
Whitney provides ACAM with grant writing, communication, and research services. Her consultancy collaborates with small-to-mid-sized nonprofits to bring organizational and fundraising vision, mission, and goals within reach through effective and polished written communications, project management, and administration.

ACCOUNTING AND FINANCE

Doug Hidalgo
CPA, LaPorte CPAs & Business Advisors
Doug Hidalgo, CPA, is a director in Audit and Assurance Services for LaPorte CPAs & Business Advisors, one of the largest independent accounting and business advisory firms in the region, with over 180 personnel in Houston, Texas, and in four Louisiana locations. Doug serves as the Houston leader of the LaPorte Nonprofit Industry Group and works with ACAM to conduct ACAM’s external audit.

Abi Bankole
Bankole, Okoye & Associates PC
Abi is the fiscal consultant for ACAM’s Emergency Solutions Grant (ESG) since it was first awarded in 2013. He is extensively experienced and knowledgeable about the private and nonprofit industries with more than 30 years of experience.
2018 BOARD

T. Greg Hambrick
ACAM Board Chair
CEO, Fast Forward Analytics LLC

Sarah A. Duckers
ACAM Secretary/Treasurer
Partner, Sechrist • Duckers LLP

Ann Schorno
Executive Director,
Society of St. Vincent de Paul of the Archdiocese of Galveston/Houston

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

Fred Robertson

Alan C. Watkins
Community Development Officer, Wells Fargo

Michael F. McGowan
Principal, MFM Consultants LLC

Millie Garrison
Executive Director, Humble Area Assistance Ministries (HAAM)

Ann Schorno
Executive Director,
Society of St. Vincent de Paul of the Archdiocese of Galveston/Houston

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