ACAM®

STRATEGIC PLAN

Together We Do More

Strategic Planning Process

In March 2023, the Alliance of Community Assistance Ministries, Inc. (ACAM) began the planning process to define the strategic direction of the organization over the period of four years, 2024-2027. Woollard Nichols Torres Consulting was engaged to help in this process and to involve all key stakeholders. They began in March with a telephone survey of Board members, a focus group with the staff and a written survey submitted to all Board, Staff and Community Partners. They met with the Board in April 2023 to report their findings and assist the Board in developing a list of strategic initiatives and goals. ACAM held a two-day planning retreat in May 2023, during which 100% of the Executive Leaders spent 13 hours developing input for a strategic plan, utilizing the initiatives and goals. A draft strategic plan was created, which the ACAM Board met in July to review. The draft plan was reviewed by Executive Leadership at their meeting in August. In total, more than 365 person-hours were invested by the Board, Executive Leadership and ACAM staff to develop this plan.

The ACAM stakeholders developed the following plan with five (5) strategic initiatives and goals, eleven (11) objectives and sixteen (16) strategies that will guide the programs and development of the Alliance of Community Assistance Ministries, Inc. through 2027.

Alliance of Community Assistance Ministries' (ACAM) Vision and Mission

Mission:

The ACAM Network advances collaboration to create community-wide solutions for thriving nonprofits, neighborhoods, and families.

Vision:

An innovative, connected network that ensures families in need have a path to stability, health, and wealth.

We do this through:
- **Creating** state of the art programming and initiatives that foster evaluation and build a learning community,
- **Aligning and garnering talent and resources** to support expanding the reach of The ACAM Network,
- **Developing technology** and data-driven solutions with the ACAM Network,
- **Strategically supporting** and leveraging leadership and assets,
- **Building the brand** of the ACAM Network as a whole, and
- **Communicating results** to demonstrate the impact of the ACAM Network.

Priorities

1. **Help families gain tools to develop long-term stability** as the demand for services continues to rise – building the resiliency of our region through more resilient families.

2. **Connect, enhance, and improve neighborhood-based projects,** strengthening them with a common vision, standardized processes, and outcomes for a stronger regional social safety net (from which other organizations and regions may benefit through replication and enhanced research).

3. **Strive to honor and enhance the unique relationship partner organizations have with the individual communities they serve,** while also fostering leadership and organizational transformation for regional impact.

4. **Focus on ways that improved capacity serves a larger purpose across multiple organizations.**

Plan Initiatives, Goals, Objectives, and Strategies

INITIATIVE 1: VISIBILITY AND ENGAGEMENT

GOAL: ACAM is highly visible in the community and facilitates Network-wide communication that provides for the flow of essential information.

Objective 1.1 ACAM articulates and disseminates its mission and effectiveness in a clear, engaging manner.
- Strategy 1.1.1 Implement a multi-faceted Advancement/Visibility Plan that includes PR, messaging and social media tasks.

Objective 1.2 Partnering organizations are knowledgeable of and actively collaborate with each other.
- Strategy 1.1.2 Explore the most effective tools for providing partners with regular communication and facilitate information exchange with each other.

INITIATIVE 2: TRANSFORMATIVE PROGRAMMING

GOAL: ACAM is a convening partner in innovative, data-driven collaboration, training, and resource development programs designed to transform the regional safety net.

Objective 2.1 Well-attended, engaging, and relevant training and networking program is amplified with current technology and design.
- Strategy 2.1.1 Structure the Training & Networking program and the planning process to be responsive to the evolving needs of our partners.

Objective 2.2 Support partnering organization program delivery and evaluation for better client outcomes.
- Strategy 2.2.1 Support Network-wide system screening, referral and intake processes.
- Strategy 2.2.2 Support data collection methodologies and outcome measurement.

Objective 2.3. Continue to represent the ACAM network in sector and cross sector community forums that coincide with current partner focus areas and emerging community needs.
- Strategy 2.3.1 Target communities, agencies and coalitions to build relationships and create awareness of the Network and the relevant issue area.

INITIATIVE 3: REGIONAL RESILIENCE

GOAL: ACAM is building ecosystems by increasing the depth and breadth of ready-to-implement regional resiliency initiatives and programs.

Objective 3.1 Identify regional resiliency needs of our partners and the communities they serve to inform the creation or enhancement of innovative, collaborative initiatives.
- Strategy 3.1.1 Implement new collaborative projects including prototypes and/or pilots.
- Strategy 3.1.2 Expand the braided funding model within current collaborative initiatives to enhance program activities for maximum impact and depth of services.

INITIATIVE 4: ORGANIZATIONAL AND NETWORK OPTIMIZATION

GOAL: ACAM is optimizing organizational and Network growth at the intersection of high efficiency, effectiveness, and utilization of resources to support staff and partners.

Objective 4.1 Staff are supported at all levels and provided opportunities to promote a healthy team culture that continues to foster a creative, solution-driven culture.

- Strategy 4.1.1 Ensure that as staff grows, they remain engaged and enthusiastic about their work, display a high level of motivation, and willingly invest their time and effort to contribute to the organization's success.

Objective 4.2 Maintain high quality partner relationships as the ACAM Network grows.

- Strategy 4.2.1 Invest resources in collectively celebrating progress, demonstrating mutual appreciation, and fostering a sense of shared purpose.

INITIATIVE 5: RESOURCE & VENTURE DEVELOPMENT

GOAL: ACAM is proactively deploying creative and adaptive approaches to resource development.

Objective 5.1 Maintain a balanced portfolio of funding sources.

- Strategy 5.1.I   Increase individual, philanthropic and special event revenue.
- Strategy 5.1.2 Explore alternative approaches to resource development (e.g., social enterprise options, fee-for-service contracts, and other methods of generating unrestricted revenue).

INITIATIVE 6: VISIONARY GOVERNANCE

GOAL: ACAM is engaged with a passionate, expanding board that is forward-thinking in providing strategic support and expertise in helping ACAM achieve its mission and long-term fiscal resiliency.

Objective 6.1 Maintain the diverse Board composition in terms of skills and demographics while increasing the size, capacity and diversity of the Board of Directors.
- Strategy 6.1.I Out of network recruitment
- Strategy 6.1.2 In Network recruitment
- Strategy 6.1.3 Enhance new board member recruitment and onboarding process.

Objective 6.2 Board members are strong ambassadors who forge relationships within the community.
- Strategy 6.2.1 Board members continue to be highly informed and engaged in ACAM activities.

Board Committees and Work Councils Charges

The ACAM Board of Directors currently has three (3) Committees. Listed with their strategic plan assignments, they are as follows:

➢ **Governance and Nominating Committee (GNC)**
The purpose of ACAM's Governance & Nominating Committee (GNC) is to develop a high performing Board of Directors. The Committee exercises general oversight with respect to the governance of the Board of Directors. The Committee vets potential nominees for election to the Board and makes recommendations to the Board of Directors.

The Committee is responsible for board recruitment, orientation, self-assessment, continuing education, and management. The Committee's strategic objectives are to assemble an informed and engaged board that contributes time, talent, and resources to ACAM and ensures the success of ACAM's strategic initiatives.

Members of the Committee are required to identify potential candidates for current or upcoming vacancies and to work diligently toward attracting and securing top talent. Their duties include identifying, recruiting, screening and interviewing candidates for board leadership positions. Specifically, the Committee is responsible for:

- Recommending policies regarding operations of the board and evaluate the bylaws and propose revisions as needed
- Assessing the knowledge, skills and abilities needed on the board of directors and maintain information about candidates
- Identifying candidates for involvement in the organization and develop cultivation strategies to strengthen relationship with these individuals
- Making nominations in accordance with the bylaws for members of the Board of Directors, officers and executive committee members

- Presenting the slate of officers and board members for election
- Adopting, administering, and evaluating and presenting the board self-assessment tool
- Evaluating performance of the board and determining their eligibility for reelection
- Identifying and updating board member job descriptions and working to recruit a board that has the skills and expertise needed to meet the organization's objectives
- Establishing and regularly updating leadership succession plans for key board positions (e.g., board chair, treasurer)
- Ensuring that new board members receive appropriate orientation and have adequate materials and understanding of their roles and responsibilities
- Involving all board members in continuing education throughout their terms
- Ensuring that appropriate communications are taking place in order to keep board members fully apprised of activities

➢ **Finance and Audit Committee (FAC)**

The purpose of ACAM's Finance & Audit Committee (FAC) is to provide oversight of the financial reporting process, the audit process, the company's system of internal controls, and compliance with laws and regulations. The Finance & Audit Committee oversees funding and spending. Specifically, the Committee is responsible for:
- Monitoring financial statements
- Overseeing the annual independent audit
- Approving the annual budget
- Overseeing the annual IRS Form 990 and all required tax filings
- Ensuring the organization has the cash reserves and investments necessary for long-term success
- Reviewing financial procedures and internal controls
- Overseeing compliance with all applicable laws and regulations
- Developing investment policies

➢ **Fundraising Committee (FC)**

Successful fundraising requires the full engagement of the board, starting with a personal commitment of support from every board member and extending to its active involvement in encouraging others to support the organization. The Fundraising Committee supports the board and individual board members in their fundraising roles.

The Fundraising Committee is a standing committee with the goal of raising funds to ensure the financial viability and stability of the organization. This Committee provides guidance, oversight, and support to all major forms of donor planning, donor development, donor management, and reporting. Collectively this Committee ensures that all activities are aligned with the Strategic Plan. The Fundraising Committee is the primary owner of the strategic milestones related to securing the necessary resources to advance the activities and mission of ACAM.

The ACAM Board, Network Executive Leadership and ACAM Staff jointly agreed to reduce the number of councils to three. Their name, description, and primary assignments in the 2024-2027

Strategic Plan are as follows:

➢ **The Resource and Advancement Council (RAC)**
The Resource and Advancement Council (RAC) is charged with ensuring that ACAM has the resources to accomplish its mission. The RAC provides direction and oversight for the development and implementation of ACAM's funding strategy. The RAC increases the diversity and amount of funding sources for ACAM. The group investigates, plans, and implements social enterprises and/or ventures that generate resources for the ACAM mission. This Council is also charged with defining, enhancing, and broadening ACAM's brand and influence in the Greater Houston Community. The RAC promotes both the ACAM brand and the perceived impact of the Network. The RAC provides materials to enhance board members' and Network partners' engagement in advancing ACAM's vision, mission, and purpose. The RAC employs a common message that drives fund development. The RAC is responsible for community education and outreach regarding priorities inherent in its mission, such as the faith-based nonprofit sector, nonprofit capacity building, and collaboration.

➢ **The Collaboration Optimization Council (COC)**
The Collaboration Optimization Council (COC) is charged with monitoring the current and developing the future programming of the ACAM Network. The COC uses the network's strength to address the root causes of poverty and local emergencies. The COC develops collaborative initiatives to create higher impact outcomes and access diverse resources. The COC is also charged with overseeing the ongoing development and evaluation of training opportunities. The COC ensures that ACAM's training and networking events remain relevant to community assistance ministries and promote best practices, peer learning, and information exchange. The COC is charged with the development of a collaborative regional disaster response system for the ACAM network.

The Council is also charged with acting as a think-tank within the ACAM Network working toward a safety net that functions as a system of connected community collective impact coalitions. The Council considers how best to enhance and/or develop collaborative state-of-the-art programming and data-driven solutions to demonstrate measurable increases in family stability as well as communicate the effective role of the Network as the region's safety net. The COC is charged with managing current data collection and taking the lead in envisioning and creating state-of-the-art collection systems that help to maximize community impact. The COC is charged with ensuring ACAM's ability to collect consistent and reliable client service data from the partnering organizations while weighing the cost-benefit of the level of data collected. The COC works toward the standardization of service terminology and unit definitions. The COC ensures ACAM can clearly communicate the collaborative's activity to stakeholders.

➢ **The Recruitment and Retention Council (RRC)**
The Recruitment & Retention Council (RRC) is charged with the review and development of current and potential ACAM network partners. The RRC writes and reviews partner recruitment and retention policies, actively assists in the review of network partner expectations, designs partnership categories and their relative benefits and commitments to

the ACAM Network, and reviews new in-network (Core) partner applications. The RRC furthers the objectives set forth in the strategic plan. The RRC also develops out- of-network cross-sector relationship structures to increase ACAM's cross-sector presence and partnerships.

Milestones and Tasks

DEFINITION OF ACRONYMS
- FAC = Finance & Audit Committee (Board)
- GNC = Governance & Nominating Committee (Board)
- FC = Fundraising Committee (Board)
- EL = Executive Leadership
- RAC = Resource and Advancement Council
- RRC = Recruitment and Retention Council
- COC = Collaborative Optimization Council

Visibility and Engagement

Strategy1.1.1: Implement a multi-faceted Advancement/Visibility Plan that includes PR, messaging, and social media tasks.

Milestones	Tasks	Date	Owner
1.1.1A Develop a robust new website	A.1 Develop outline/site map including main navigation and key features to maximize functionality.	6/30/24	FC /RAC
	A.2 Select layout, develop new written and graphic content in alignment with Advancement Plan.	9/30/24	FC /RAC
	A.3 Explore the development of an Interactive Geographic Resource Map	12/31/26	FC /RAC
1.1.1.B Develop key messaging documents for different audiences (funders, partners, potential members)	B.1 Create an attractive ACAM Overview key messaging document.	12/31/23	FC /RAC
	B.2 Create an ACAM Core programs messaging document	12/31/23	FC /RAC
	B.3 Create a Case for Philanthropy	6/30/24	FC /RAC
1.1.1.C Promote the commitment of the ACAM Network to regional disaster/crisis preparedness, response and recovery.	C.1 Research methods to enhance in-network communication after a disaster/crisis.	6/30/24 and yearly	COC
	C.2 Rollout an updated Disaster & Crisis Response Plan.	12/31/24 and yearly	COC

Strategy 1.2.1: Explore the most effective tools for providing partners with regular communication and facilitating information exchange with each other (following page).

Milestones	Tasks	Date	Owner
1.2.1.A Assess and create or redesign communication tools based on partner feedback.	A.1 Conduct research on communication types, strategies, and tools.	6/30/24	COC
	A.2 Present a summary of recommended tools and available options to partners.	9/30/24	COC
	A.3 Collect feedback via survey, focus group or other method.	11/30/24	COC
1.2.1.B Prototype communication method(s) for ACAM and Partners.	B.1 Select a small cohort of partners to test implementation for a set time frame.	12/30/24	COC
	B.2 Collect data, evaluate, and report findings and recommendations.	3/31/25	COC

Transformative Programming

Strategy 2.1.1 Structure the Training & Networking program and the planning process to be responsive to the evolving needs of our partners.

Milestones	Tasks	Date	Owner
2.1.1.A Evaluate the methodology used to create the annual training plan to maximize clarity and optimize partner feedback	A.1 Conduct research on different ways to collect the information needed to construct an annual training plan.	6/30/24	COC
	A.2 Present a summary of recommended information methods to determine what will likely collect the most robust information	8/30/24	COC
	A.3 Test new methods to collect information to evaluate effectiveness in	9/30/24	COC

Milestones	Tasks	Date	Owner
	creating a clear and useable plan.		
2.1.1.B Evaluate structure and relevance of current training tracks (Resource Development, Vol management, Program Dev, Thrift Store Institute, Other Opportunities) for maximum engagement.	B.1 Review the historical development of current structure with partners.	9/30/24	COC
	B.2 Revisit the goal of the program and how to continuously engage partners staff repeatedly over time (e.g., location, space, in-person vs virtual, time/length).	Ongoing	COC
2.1.1.C Examine the Training and Networking design and delivery to increase partner staff ownership and engagement.	C.1 Identify emerging training topic needs (e.g., procurement, project management, and community funding sources)	3/31/24 and annually	COC
	C.2 Evaluate methods for sharing training documents (pre-reads, handouts, recordings, etc.)	6/30/24	COC
	C.3 Clarify and enhance training description template (audience, speaker, deliverables, etc.)	9/30/24	COC
	C.4 Explore text registration and reminders.	9/30/24	COC
	C.5 Explore opportunities for participation incentives (e.g., providing test scores, certificates, badges, swag, door prizes, etc.)	12/31/24	COC
	C.6 Provide opportunities for partnering organizations to inform each other of their respective work	At EL meetings	COC
2.1.1.D Explore ways to connect Executive Leaders with professional development and networking opportunities.	D.1 Transition Executive Leadership meetings back to mostly in person.	9/1/23	COC
	D.2 Provide information as it becomes available on funding opportunities for leadership trainings.	Ongoing	COC
	D.3 Re-institute an annual ACAM leadership retreat with facilitated professional development and networking activities.	Annually, began 23	COC

Strategy 2.2.1 Support Network-wide system screening, referral, and intake processes.

Milestones	Tasks	Date	Owner
2.2.1.A Identify programs where additional systems and human resources will enhance the client engagement process with the Network and provide value to our partnering organizations.	A.1 Explore assisting partners with client screening and referral by adding a case manager/navigator function that will provide data and warm referrals to partner agencies.	12/31/24	COC
	A.2 Evaluate digital screening tools for possible enhancements and back-end integration (e.g., young adult interest survey, housing stability screening tool, etc.)	12/31/25	COC

Strategy 2.2.2: Support data collection methodologies and outcome measurement.

Milestones	Tasks	Date	Owner
2.2.2.A Explore methods to optimize data reporting and evaluation with current technology and design.	A.1 Explore methods to optimize the data collection process for the Annual Service Data Report (ASDR) and Nine Elements Assessment Tool (NEAT©) evaluations.	12/31/25	COC
	A.2 Explore streamlining the grant procurement and reporting processes.	12/31/24	COC
	A.3 Publish the ACAM Outcome Measurement Handbook to promote the use of client outcome measures.	6/30/24	COC

Strategy 2.3.1: Target communities, agencies, and coalitions to build relationships and create awareness of the Network and the relevant issue area (following page).

Milestones	Tasks	Date	Owner
2.3.1.A Integrate community and coalition meeting feedback into Executive Leadership meetings and annual Training and Networking surveys.	A.1 Develop a method for tracking key takeaways from meetings attended.	12/31/24	COC
	A.2 Create key messaging document (education not marketing) to demonstrate the impact of community and coalition meetings.	12/31/24	COC
	A.3 Explore alignment with domestic violence and human trafficking organizations and coalitions.	Ongoing	COC
	A.4 Explore participation in coalitions in Fort Bend, Brazoria, Galveston, Montgomery, and Waller counties where ACAM can have positive impact.	Ongoing	COC

Regional Resiliency

Strategy 3.1.1: Implement new collaborative projects, prototypes, and pilots.

Milestones	Tasks	Date	Owner
3.1.1.A Assess community needs through networking with sector and cross sector partners, ecosystem builders and the philanthropic community, and soliciting feedback from staff supporting current collaborative initiatives.	A.1 Align available opportunities with community needs through regular updates, active communication, and ongoing technical assistance with partnering organizations.	Ongoing	COC
	A.2 Utilize research, community and coalition meetings, RFPs and partner communications to identify potential initiatives for development.	Ongoing	COC
	A.3 Follow the Collaborative Initiative Program Flowchart framework for evaluating new programs.	Ongoing	COC

Strategy 3.1.2: Expand the braided funding model within current collaborative initiatives to enhance program activities for maximum impact and depth of services.

Milestones	Tasks	Date	Owner
3.1.2.A Research and vet multiple sources including pass through entities and departments of government issuing funding for complementary programs and services.	A.1 Develop a descriptive narrative to communicate the process in the Collaborative Initiative Program Flowchart to different audiences.	3/31/24	COC

Organizational and Network Optimization

Strategy 4.1.1: Ensure that as staff grows, they remain engaged and enthusiastic about their work, display a high level of motivation, and willingly invest their time and effort to contribute to the organization's success.

Milestones	Tasks	Date	Owner
4.1.1.A Create a team approach to ACAM's work by optimizing talent acquisition, communication, and resource development.	A.1 Evaluate new talent acquisition strategies and cost benefit.	Ongoing	FC /RAC
	A.2 Explore opportunities to leverage community resources such as university or other institutional evaluation expertise.	Ongoing	FC /RAC
	A.3 Advertise strong employee benefit programs.	Ongoing	FC /RAC
	A.4 Re-institute annual retreat for the staff.	Each year	FC /RAC

Milestones	Tasks	Date	Owner
	A.5 Explore tools and techniques to increase employee engagement.	12/31/26	FC /RAC
4.1.1.B Create a built environment with the latest tech and FFE	B.1 Find an accessible cost-effective, and suitable office space to meet ACAM's and partners' needs.	6/30/24	FC /RAC
	B.2 Arrange physical environment with updated technology to support both individuals and teams.	6/30/24	FC /RAC
	B.3 Continuously train staff on new and updated technology (e.g., Teams, AI, MS Office, time tacking system, etc.)	Ongoing	FC /RAC

Strategy 4.2.1 Invest resources in collectively celebrating progress, demonstrating mutual appreciation, and fostering a sense of shared purpose.

Milestones	Tasks	Date	Owner
4.2.1.A Maintain and enhance the perceived benefit of being a partner in the ACAM Network.	A.1 Continuously assess partner levels and commitments.	Ongoing	RRC
	A.2 Continue to convene a council that evaluates partner benefits and commitments.	Annual	RRC
	A.3 Explore techniques to further enhance partner engagement.	Ongoing	RRC
	A.4 Advertise partnership levels, benefits and engagement.	Annually	RRC

Resource and Venture Development

Strategy 5.1.1 Increase individual, philanthropic and special event revenue.

Milestones	Tasks	Date	Owner
5.1.1.A Expand individual giving to include annual appeal/fund, monthly giving program.	A.1 Create calendar of design, print, mailing and social media deadlines.	Each year in Dec, beginning 23	FC / RAC
	A2. Establish theme and consistent look across campaigns.	12/31/23	FC / RAC
5.1.1.B Increase private grants portfolio.	B.1 Research prospects using tools including but not limited to Candid and Guidestar.	Ongoing	FC / RAC
	B.2 Proactively build relationships with new and existing funders.	Ongoing	FC / RAC
5.1.1.C Increase special events revenue.	C.1 Increased Annual Luncheon sponsorships and ticket sales.	Each year	FC / RAC
	C.2 Create tools for third party events (e.g., house parties, sales fundraising, etc.).	3/31/24	FC / RAC

Strategy 5.1.2 Explore alternative approaches to resource development (e.g., social enterprise options, fee-for-service contracts, and other methods of generating unrestricted revenue).

Milestones	Tasks	Date	Owner
5.1.2.A Develop and promote existing fee-for-service programs (e.g., collaborative support, organizational development, etc.)	A.1 Develop key messaging and marketing materials and campaign (e.g., brochure, graphics, webpage, etc.). to market ACAM's management support services.	12/31/24	FC / RAC
	A.2 Develop a cost benefit analysis of a Network partner employee recruitment	6/30/24	FC / RAC

Milestones	Tasks	Date	Owner
	program as a fee-for-service venture.		
5.1.2.B Explore best practices in establishing policies to maximize investment income and accept donations of stock and legacy gifts.	B.1 Create and adopt an investment policy.	3/31/24	FC / RAC
	B.2 Finance & Audit Committee to monitor and manage the performance of investments.	Ongoing	FAC
	B.3 Update gift acceptance policy.	3/31/24	FAC
5.1.2.C Explore methods to diversify assets including capital, property, and/or a Board Designated Fund for the purpose of garnering investment income for operating of core programs.	C.1 Engage a consultant with examples of success stories, to provide training.	12/31/24	FC / RAC
	C.2 Present ideas to the Finance & Audit Committee for discussion.	6/30/25	FC/ FAC

Visionary Governance

Strategy 6.1.1: Out of network recruitment of Board members.

Milestones	Tasks	Date	Owner
6.1.1.A Create methods for recruiting, onboarding and retaining highly qualified board members from outside the Network.	A.1 Update and implement the Board recruitment plan.	12/31/23	GNC
	A.2 Create a succession plan for current Board members and Officers.	12/31/24	GNC

Strategy 6.1.2: In network recruitment of Board members.

Milestones	Tasks	Date	Owner
6.1.2.A Explore utilizing referrals from partner agencies, as their Board members roll off.	A.1 Work with partners to identify and make a list of high-performing former board members who might be a fit.	Ongoing	GNC

Strategy 6.1.3: Enhance new board member recruitment and onboarding process.

Milestones	Tasks	Date	Owner
6.1.3.A Update and formalize the recruitment, onboarding and orientation materials.	A.1 Create a new board member recruitment and onboarding process flow chart.	12/31/23	GNC
	A.2 Review and modernize formatting of existing materials (e.g., fillable .pdfs, DocuSign, document sharing, etc.)	6/30/24	GNC

Strategy 6.2.1: Board members continue to be highly informed and engaged in ACAM activities.

Milestones	Tasks	Date	Owner
6.2.1.A Equip members with messaging in Advancement Plan	A.1 Develop resources and tools to support outreach and engagement activities (e.g., collateral, FAQs, swag, etc.)	12/31/23	FC / RAC
	A.2 ACAM staff regularly updates members in-between board meetings	Ongoing	Staff
	A.3 Review progress on the Strategic Plan at every quarterly board meeting to provide feedback and support.	Ongoing	Board

Milestones	Tasks	Date	Owner
6.2.1.B Board leads creative opportunities for resource development.	B.1 As the Board grows, create a Fundraising Committee.	6/30/25	FC/ Board
	B.2 ACAM Board members alternate hosting mixers and other social connection opportunities for the board and prospective Board members.	Annually	FC/ Board
	B.3 ACAM Board members alternate hosting mixers and other social connection opportunities for Partner Executives and board members.	Annually	FC/ Board
	B.4 Support the expansion of the Board-sponsored Annual Luncheon.	Annually	FC/ Board
	B.5 Support direct mail and email fundraising campaigns.	Ongoing	FC/ Board

This plan was developed in partnership with Woollard Nichols Torres Consulting.