

# 20 Years of Building Regional Resiliency



Alliance of Community Assistance Ministries

**RESILIENCY REPORT**

# ABOUT ACAM

## Our Mission

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

## Our Vision

ACAM envisions an innovative, connected network that ensures every family can find a path to stability, health, and wealth.

## Community Assistance Ministries (CAMs) & The Establishment of ACAM

Following Houston's regional recession in the 1980s, Community Assistance Ministries, also known as CAMs, rose to prominence. Across neighborhoods in the region, congregations from diverse faith traditions united to form direct service nonprofit organizations to address pressing community needs. These organizations, some zip code-restricted, provided essential services such as food, clothing, workforce development, and housing support.

ACAM was established to connect these agencies and provide organizational development opportunities to support their growth and enhance their impact. Today, ACAM Network partnering organizations have expanded in size and scope. The CAM's and community-based nonprofits continue to provide real-time insights into neighborhood trends and concerns. The perspective of these grassroots, direct service organizations guides ACAM, which then unites collaborative sector and cross-sector partners. ACAM implements programmatic initiatives and offers screening, triage, and navigation services, and will continue to address these regional challenges and support families during economic downturns, natural disasters, and other crises.



Founded in 2004, the Alliance of Community Assistance Ministries (ACAM) is a 501(c)(3) intermediary nonprofit organization charged with creating opportunities for families to achieve self-sufficiency. The ACAM Network comprises 16 core direct service nonprofits and a network of over 80 organizations spanning governmental, nonprofit, and corporate sectors. ACAM convenes these two groups to develop long-term, tailored, data-driven solutions for families in crisis.

# CORE PARTNERS

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

## The Network served

**10.7M**  
Units of Service

**175**  
Unique Services

**508K+**  
Unduplicated Clients

Across  
**6**  
Counties

**99%**

of clients served by the ACAM Network are low income,  
with 75% at or below the Federal Poverty Level

# UNVEILING A NEW STRATEGIC PLAN

2024 - 2027

With input from our board, staff, network partners, and community partners, ACAM adopted a plan to advance our work over the next four years. ACAM plans to further its mission and vision through:

- ① **Creating** state of the art programming and initiatives that foster evaluation and build a learning community,
- ① **Aligning and garnering talent and resources** to support expanding the reach of The ACAM Network,
- ① **Developing technology** and data-driven solutions with the ACAM Network,
- ① **Strategically supporting** and leveraging leadership and assets,
- ① **Building the brand** of the ACAM Network as a whole, and
- ① **Communicating results** to demonstrate the impact of the ACAM Network

## The Strategic Plan's priority areas are:

**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.

**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.



**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).

**4. Focus on ways that improved capacity serves a larger purpose across multiple organizations -** enhance the impact of the basic needs and human service sector.

# FIVE CORE PROGRAM AREAS

ACAM focuses on ways improved capacity serves a larger purpose across multiple organizations. ACAM approaches this through its five core programs.



## Organizational and Network Development (OND)

OND provides a variety of opportunities, including Resiliency FIRST, which focuses on supporting nonprofits through targeted initiatives, as well as capacity-building efforts like the Nine Elements Assessment Tool© (NEAT) and its abridged versions. These tools use research-based indicators to identify areas for growth and help nonprofits develop actionable plans to strengthen and expand impact. This program is designed to help ACAM Network Partners enhance their operations and achieve sustainable growth.

## Training and Networking

Knowledgeable, highly trained staff are the foundation of strong nonprofits and lead to positive outcomes for the people we serve. However, professional development opportunities are often cost-prohibitive, difficult to coordinate, and too generic to address specific needs. Each year, ACAM conducts focus groups, deploys surveys, and analyzes data to develop a unique, tailored Training & Networking Plan. ACAM offers nonprofit staff, ranging from community health workers and program staff to development professionals and executive leaders, customized training tracks designed to enhance their skills and knowledge for the year.

## Collaborative Initiatives

ACAM serves as the coordinating agent for structured, organized programmatic efforts requiring the involvement of multiple organizations. Initiatives are designed to achieve shared goals through uniform reporting standards across the region, efficient data sharing, and robust evaluation. By fostering collaboration, ACAM enables partners to create system-level change that drives long-term impact.

## Community Education and Outreach

ACAM actively represents the network at regional events to stay informed of industry trends and to advocate for issues critical to our partnering organizations. The goal of this program is to build a rich and connected ecosystem by identifying, empowering, and collaborating with other sectors to stimulate regional resiliency and better community outcomes. Strategic partnerships with cross-sector organizations committed to strengthening the human services safety net are essential to the success of ACAM's Collaborative Initiatives and the broader mission.

## Management Support

ACAM provides essential infrastructure for emerging collaboratives. Through dependable coordination, capacity assessments, fiscal agent services for partnerships, and guidance in strategic decision-making informed by data and dialogue, ACAM strengthens organizational resilience with sustainable systems, empowering coalitions and initiatives to achieve meaningful impact.

# PROGRAM UPDATES

## Organizational & Network Development (OND)

ACAM's OND Program supports and reinforces organizational and program infrastructure. Through tailored technical assistance and data-evaluation, ACAM helps nonprofits build on strengths, implement best practices, and deliver sustainable, results-driven services.

Using the Nine Elements Assessment Tool (NEAT)© , and AT- PACE (Assessment Tool - Program to Advance Capacity Elements) ACAM conducts on-site assessments to identify growth opportunities and align missions with strategic priorities.

Resiliency FIRST, an initiative under OND, is a collective project designed to enhance capacity while addressing urgent needs of families in crisis. This initiative bridges the gap between crisis services and long-term stability programs by equipping individuals and families with tools for self-sufficiency. Resiliency FIRST is for the most vulnerable - for families that are not yet ready for a traditional self-sufficiency or financial mobility program and who may not even believe change is possible.

Resiliency FIRST is a high-touch, short-term, client-focused intervention with the objective of both developing resiliency and taking steps toward stability. Over six to eight weeks, resiliency coaches help clients create goal plans, assist clients in navigating the services that will help them meet those goals, and regularly follow-up for accountability and support. Throughout the process, they are wrapping clients in other services to ensure basic needs are met and enable clients to pursue their goals with maximum focus and energy.

Through shared vision, streamlined processes, and measurable outcomes, Resiliency FIRST strengthens the safety net and serves as a replicable model for advancing collaboration, amplifying regional impact, and delivering transformative services.

## Resiliency FIRST Outcomes

**340**

Households served or approximately **1,088** individuals

**319%**

Participants had an average 319% increase in household net income

**63%**

Transitioned to a long-term self-sufficiency program

**29%**

accessed more community connections and supports

**65%**

demonstrated an increase in self-agency

**71%**

Increased housing stability status to 'safe' (no longer at risk of eviction)

**33%**

Increased self-perception of their financial capability



**98%**

Of participants rated trainings as excellent/good

**99.5%**

Of trainees that returned surveys found the trainings informative, useful, and relevant to their work

## Training & Networking

A hallmark of the ACAM Network is its commitment to continual growth. ACAM's training sessions focus on industry best practices, improvement in client-centered programming, and emerging trends and advancing tools needed by the staff of ACAM's partner organizations.

Strategic Learning Cohorts were created in partnership with the Houston Health Foundation and Houston Immigration Legal Services Collaborative (HILSC) and built into the Training & Networking program.

In partnership with the Houston Health Foundation, ACAM created LAUNCH, or the Learning Academy for Understanding Nonprofit Capacity in Houston. The LAUNCH program developed an abbreviated NEAT© self-assessment for 22 Houston Health Foundation grantees, hosted a series of training workshops designed specifically to address key findings of the survey responses, and developed an exit survey to identify priority areas to strategically inform growth plans for participating agencies.

In partnership with HILSC, ACAM designed and implemented a training program tailored to suit Community Health Workers (CHW), Social Workers, Case Managers, Case Workers, Navigators, Promotores, and other federal/state/local benefits enrollment professionals and human service staff that engage with special immigrant populations. These high-quality, tailored trainings and intentional networking equipped providers with tools and resources that improve services and guide Legal Permanent Residents along the pathway to citizenship.

ACAM hosts monthly executive leader meetings with networking sessions and an annual executive leadership retreat.

The Training & Networking program continues to provide a robust set of 35 - 40 trainings annually in the areas of fund development, program development, thrift store support, volunteer management, and other opportunities.

## Community Education & Outreach (CommEd)

Every year, tangible results come from ACAM's involvement throughout the community. Through community involvement, ACAM staff noted partners and cross-sector partners identified citizenship as a barrier to long-term stability, which led to ACAM's interest in the Pathways to Citizenship Collaborative. Community education is crucial to building a connected human services sector.

**85+**

ACAM represented its **85+** partners from 6 counties **469** times in 2023.



## Collaborative Initiatives

ACAM understands the transformative power of true collaboration. As a coordinating agent, ACAM brings together local organizations to expand services and achieve better results. By offering structured support to service providers and coordinating private and public funding, ACAM ensures that people in need have access to food, housing, healthcare, and other essential resources. We support our partners so that when community needs arise, effective services can be deployed. ACAM's collaborative initiatives are always evolving, and currently collaborative projects fall under two categories: Resiliency Programs and Opportunity Youth/Young Adult Programs.

Since 2004, ACAM has partnered with over 100 organizations to infuse more than **\$38 million into the region for critical services, while directly leading 649 initiatives worth \$14.2 million.** These impactful, on-the-ground projects currently make up 80% of ACAM's budget.

## Resiliency Programs

The Resiliency Department houses several Collaborative Initiatives focused on helping individuals and communities build capacity to withstand and recover from challenges, such as economic hardships and natural disasters, and build the resiliency of families to better weather the next challenge.



### Pathways to Citizenship Collaborative

ACAM's Pathways to Citizenship Collaborative (PCC) was established in 2024 to assist community-based nonprofits in implementing innovative strategies to reach out to Legal Permanent Residents and help these eligible individuals navigate the naturalization process. With support from The Houston Endowment, Inc. ACAM set up a collaborative of seven community-based nonprofits to conduct citizenship outreach and navigation services in the grassroots. The collaborative engages and educates community members about the benefits of citizenship, while also guiding them successfully through the naturalization process.



### Homelessness Prevention Program

The Homeless Prevention (HP) Program is funded by the United States Department of Housing and Urban Development (HUD) through the Texas Department of Housing and Community Affairs (TDHCA). ACAM supports those at imminent risk of homelessness with approximately \$180,000 in services each year. Homelessness Prevention Program provides case management, financial and rental assistance, and other wraparound services to individuals and families in Harris, Fort Bend, and Montgomery counties. These funds are coordinated through community based organizations in the region.





## Housing Stability Services

ACAM's Housing Stability Program (HSS) provides case management and direct household payments (i.e., short-term motel, security/pet/utility deposits, application fees and landlord incentives) to individuals and families in Harris, Fort Bend, and Montgomery counties to increase housing stability. ACAM manages \$2.2 M in funding from the United States Department of the Treasury (Treasury) through the Texas Department of Housing and Community Affairs (TDHCA). ACAM has worked with 10 community-based agencies throughout the region to serve 1,271 individuals (434 households).



## Online Screening Tool

ACAM hosts a screening tool to provide referrals for individuals and families experiencing housing instability (threat of eviction, inability to pay bills, etc...). ACAM's three-tiered housing assessment (at-risk, high-risk, and imminent risk) and online referral services help people find the right support for their situation. Every family utilizing this screening tool receives a referral. Those at imminent risk are contacted by a navigator and supported with a warm referral to an organization with the resources to prevent the family from becoming homeless.



## Benefits Access Assistance Program

As an intermediary for Harris County, ACAM's Benefits Access Assistance Program collaborates with 10 partner organizations to enroll 1,000 eligible Harris County residents in health and health-related benefits programs. The program also aims to enhance the capacity of these organizations, enabling them to continue enrolling residents in these vital programs in the future.

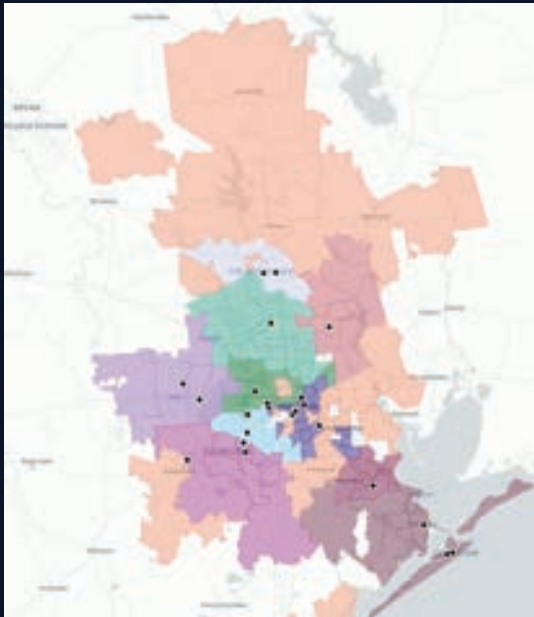


## Emergency Food & Shelter Program

ACAM is the coordinating agency for the Emergency Food & Shelter Program (EFSP) Local Boards for Harris, Fort Bend and Waller Counties, overseeing approximately \$2.7 M annually. The program is funded through Federal Emergency Management Agency (FEMA) and passed through United Way. The EFSP Local Boards focus on four priorities which include: Homelessness Prevention (rent/mortgages and utilities), Other Food (food pantry, food only gift cards), Served Meals (congregate/hot food), and Mass Shelter. This program prevents hunger and homelessness by providing critical support to families in need in our region.



## ACAM Mapping Tool



ACAM developed a mapping tool to guide community members to the services they need. With support from The George Foundation's Human-Centered Design Program, the interactive map enables users to enter their zip code or any desired service to identify the most suitable service provider. The tool contains 160 services ranging from food pantry locations, rental assistance services, domestic violence counseling, and employment assistance. The tool hosts features such as Google Maps, website links, hours of operation, and agency coverage areas by zip code. ACAM hosts this tool on our website where it supports outreach efforts for the benefit of all community members and service providers.

ACAM continues to gather data on user engagement and experience to make updates and release new iterations of the map.



## Food Choice Initiative

In partnership with H-E-B, the Food Choice Initiative was developed in response to community needs and partner requests. Organizations can give their clients special food-only H-E-B gift cards. These convenient cards provide clients the dignity and autonomy of selecting food that serves their family's preferences, culture, and dietary needs. The cards also give community organizations one more resource to meet higher demand as the community faces a shortage of emergency food.

H-E-B food-only cards meet the requirements of the Federal Emergency Management Agency (FEMA) by ensuring the items purchased adhere to federal program guidelines. During times of disaster or crisis, local food pantries can experience significant shortages of donated food and able volunteers. Food-only gift cards are an effective and efficient way for families to access emergency supplemental food when other options are unavailable or are in short supply. ACAM is dedicated to ensuring that every family has access to nutritious food. More than half of the people supported by the food program are children.



# Opportunity Youth / Young Adult Programs

Youth education and employment disconnection is a crisis in our region. Nearly 125,000 young adults between the ages of 16-24 are neither working nor in school. Disconnection has both short- and long-term effects on individuals and families. Young adults who experience disconnection have a dramatically different path after 15 years. Those who remain in education or employment earn \$38,400 more annually, are 45% more likely to own a home, are 42% more likely to be employed, and are 52% more likely to report excellent or good health (Measure of America, “Two Futures: The Case for Keeping Youth on Track,” 2018).

Services designed to connect young adults to education, training, and employment can be difficult to access and complicated to coordinate. The challenge of navigating from a low-skilled job (or informal employment) to a suitable technical skills training program and securing a role in an in-demand occupation is daunting for even the most tenacious. In order to scalably reconnect young adults who are not engaged with any educational system or employer, the region needs a multi-faced collaborative approach to young adult reconnection. **ACAM houses two separate but symbiotic collaborative initiatives to support young adults to reconnect with work and school: the Greater Houston Opportunity Youth Collaborative (GHOYC) and the Next Generation of Youth Employment Services Program (NextGen).**

Together, these programs have launched the Peer Navigator Program. The Peer Navigator Program provides young adults with lived experience internship opportunities to serve at local social service organizations where they support case management of their peers and engage in outreach to opportunity youth. The aim of the program is to provide professional development to opportunity youth with lived experience, increase engagement of opportunity youth, and enhance services offered to young adults by adding structured peer support.







## NextGen (Next Generation of Youth)

ACAM is a provider of the Gulf Coast Workforce Board for its NextGen program. NextGen delivers comprehensive coaching and navigation services tailored to young adults who are out of school and overcoming significant challenges. These challenges may include homelessness, poverty, parenting responsibilities, foster care experiences, justice system involvement, and / or living with disabilities.

Through dedicated Navigators, participants receive intensive one-on-one support designed to foster personal and professional growth. The program emphasizes skill-building by connecting young adults to internships, educational initiatives, and employment opportunities, empowering them to achieve self-sufficiency and long-term success.



## Greater Houston Opportunity Youth Collaborative (GHOYC)

The GHOYC supports opportunity youth & young adults from a systems-level change point of view, bringing together organizations, employers, and young adults to create education and career pathways for the next generation of workers. Following the motto “nothing about us, without us,” the Young Adult Action Advisory Council, a group of young adults with lived experience, informs the direction of the GHOYC. The GHOYC’s website serves as a central hub for information and resources related to initiatives supporting youth re-engagement. The website hosts a service provider asset map. Developed in partnership with Measure of America, the map includes a summary of the area’s youth and young adult service organizations as well as information on the location and demographics of our region’s disengaged young adults. It overlays the locations of service providers and partners, detailing the types of support they offer, which facilitates resource allocation and collaboration among stakeholders.



# ANNUAL LUNCHEON

## Introducing the “Carolyn Watson Doing More Together” Award

Twenty years ago, Carolyn Watson sat down with her colleague, R. Terry Bell, and posed a bold question: "How are we best equipped to serve the world?" From that conversation, ACAM was born - an organization dedicated to creating long-term, far-reaching solutions for regional resilience. This vision has since propelled ACAM to catalyze over 700 collaborations, securing more than \$38 million in funding for regional basic needs and human service programs.

In honor of Carolyn’s legacy, ACAM created this award to recognize individuals who have quietly made a lasting impact through innovative collaborations. These leaders harness our region's unique strengths to improve the quality of life for all.

The Inaugural Award was presented to Amanda Van Zandt Craig and Kirk Craig of Agape Development, who work tirelessly to improve the quality of life within the Old Spanish Trail /South Union neighborhood of Houston. The Craigs are deeply committed to empowering communities to act in support of their residents. In 2005, they founded Agape Development, which provides various services including education, job training, housing assistance, neighborhood revitalization and youth development initiatives to improve the lives of individuals and families in the community.



# FINANCIALS

## Statement of Financial Position

### ASSETS

#### Current Assets

Cash	\$	2,186,655
Accounts Receivable	\$	922,537
Prepaid Expenses	\$	9,188
Right-of Use Asset	\$	20,862
<b>Total Assets</b>	<b>\$</b>	<b>3,139,242</b>

### LIABILITIES & NET ASSETS

#### Current Liabilities

Accounts Payable & Accrued Expenses	\$	445,360
Contracts & Grants Payable	\$	784,948
Other Current Liabilities	\$	20,862
<b>Total Liabilities</b>	<b>\$</b>	<b>1,251,170</b>

#### NET ASSETS

Net Assets with Donor Restrictions	\$	840,287
Net Assets without donor restrictions	\$	1,047,785
<b>Total Net Assets</b>	<b>\$</b>	<b>1,888,072</b>

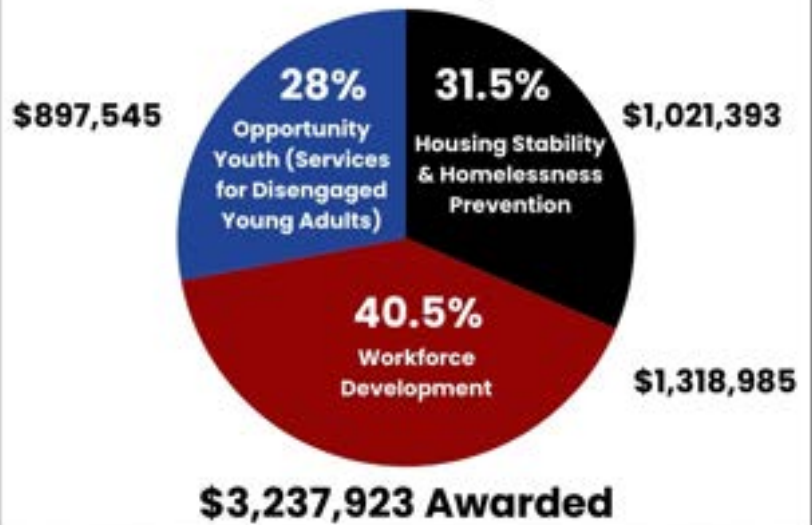
### TOTAL LIABILITIES & NET ASSETS

\$ 3,139,242

12/31/2023

## Distributed Awards & Contracts

### 25 Awards with 16 Organizations



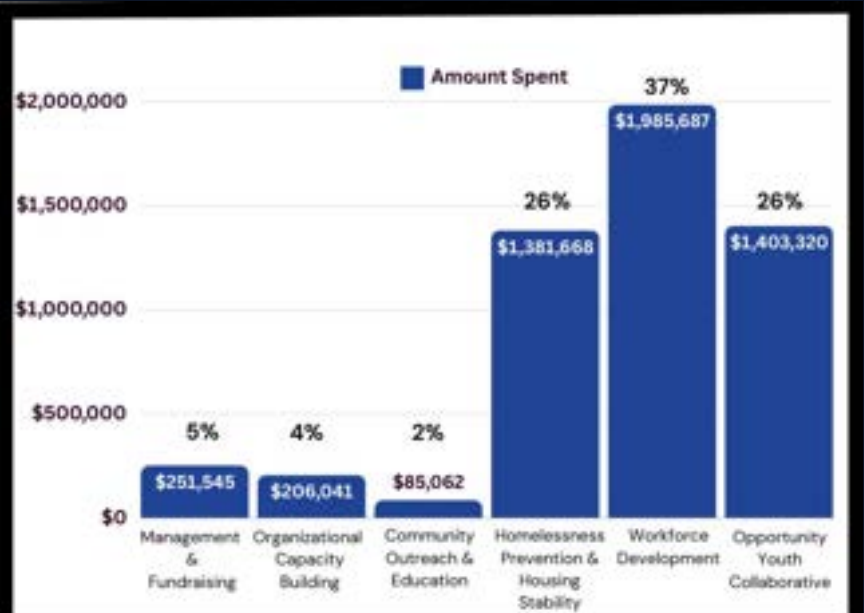
## Direct Expenses by Program

### STATEMENT OF ACTIVITIES

Total Revenue \$ 5,414,903

#### ACAM Direct Expenses by Program

Homelessness Prevention & Housing Stability	\$	1,381,668
Opportunity Youth Collaborative	\$	1,403,320
Workforce Development	\$	1,985,687
Organizational Capacity Building	\$	206,041
Community Outreach & Education	\$	85,062
Management & Fundraising	\$	251,545
<b>Total ACAM Expenses</b>	<b>\$</b>	<b>5,313,323</b>
<b>Net Operating</b>	<b>\$</b>	<b>101,580</b>





## Coordinated Funds

Although coordinated funds do not 'hit ACAM's books,' ACAM is responsible for ensuring the management and distribution of these funds to grassroots organizations. By serving as a central hub, ACAM reduces administrative burdens, streamlines funding processes, and fosters collaboration among agencies with shared objectives. This approach maximizes efficiency, promotes shared learning, and empowers organizations to focus on their core mission of delivering critical services to the community.

<u>Funding Coordinated for the Region</u>	
Homelessness Prevention (Coordinated Funds)	\$ 4,026,968
Supplemental Emergency Food (Coordinated Funds)	\$ 2,673,806
Emergency Shelter (Coordinated funds)	\$ 728,494
<b>Total Coordinated Funds</b>	<b>\$ 7,429,268</b>

<u>Fiscal Impact - Human Needs Sector</u>	
<u>Expenses by Program Including Coordinated Funds</u>	
Homelessness Prevention & Housing Stability	\$ 6,137,130
Opportunity Youth Collaborative	\$ 1,403,320
Workforce Development	\$ 1,985,687
Organizational Capacity Building	\$ 206,041
Community Outreach & Education	\$ 85,062
Management & Fundraising	\$ 251,545
Coordinated Supplemental Emergency Food	\$ 2,673,806
	<b>\$ 12,742,592</b>

**ACAM Infused \$12,742,592 Into The Human Needs Sector**

## Board of Directors

Fred Robertson, *Chair*

Sarah A. Duckers, *Secretary / Treasurer*  
*Sechrist Duckers LLP*

Dr. Valarie Bahar

*Associate Medical Director, Community Health Choice*

Deysi Crespo

*Executive Director, Main Street Ministries*

Greg Hambrick

*CEO, Baxter Trust*

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*Executive Director, ECHOS*

Rev. Any Noel

*Retired Clergy*

**ACAM Chief Executive Officer - Sharon Zachary**

# THANK YOU TO OUR SUPPORTERS

## VISIONARY SUPPORTERS

Aspen Institute Forum for Community Solutions, Dearing Family Foundation, Department of Economic Equity and Opportunity (DEEO) funded through Harris County, The George Foundation, Houston Endowment, Inc. (HEI), Houston-Galveston Area Council (H-GAC) / Gulf Coast Workforce Board, Michael & Susan Dell Foundation, The Powell Foundation, Texas Department of Housing and Community Affairs (TDHCA), Trellis Foundation, Federal Emergency Management Agency (FEMA)/ Department of Homeland Security through United Way, The William Stamps Farish Fund

## COMMUNITY BUILDERS

Annie E. Casey Foundation, The Aspen Institute Forum for Community Solutions (Texas Opportunity Youth Network - TOYN), Enrico & Sandra di Portanova Charitable Foundation, Frees Charitable Fund, H-E-B, Houston Health Foundation, Houston Immigration Legal Services Collaborative (HILSC), Memorial Hermann Health System, Persevere (National Institute to Unlock Potential), Sara & Fred Robertson, Texas State Affordable Housing Corporation (TSAHC), United Way of Greater Houston, Wells Fargo

## ADVOCATES

Ken & Susan Alexander (In honor of Greg Hambrick), Robert Anderson, Cadence Bank, Catholic Charities of the Archdiocese of Galveston-Houston, Community Health Choice (CHC), Dovetail Foundation, Sarah A. Duckers & Mark D. Davidson, East Fort Bend Human Needs Ministry, Kate Fowler, Mr. & Mrs. Joseph Frazier, Larry Frazier, Bren Gorman, T. Greg Hambrick, Humble Area Assistance Ministries (HAAM), Interfaith Caring Ministries (ICM), Interfaith of The Woodlands, Robert Ittner, Susan Jhin, JPMorgan Chase, Katy Christian Ministries (KCM), The Marek Family, Mian Street Ministries, Cathy Moore, Rev. Andrew Noel & Mary Kennedy Noel, Northwest Assistance Ministries (NAM), Refined Technologies, Inc. (RTI), Ronald J. Restrepo, Glen Rosenbaum, Scanlan Foundation, Sechrist Duckers LLP, Society of St. Vincent de Paul of the Archdiocese of Galveston-Houston, Third Coast Bank, Carolyn Watson, Wesley Community Center, Elaine Zachary, Sharon Zachary

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