



*Annual Report*

2014

# Our Goals

## THROUGHOUT 2014

*With your support Community Action House is ending poverty in our community and helping families prosper. Please take a few minutes to read the 2014 Community Action House Annual Report. This year's report reviews how we are using your donation dollars to make critical internal changes to more efficiently and effectively serve our community.*

To better serve families living in poverty, the CAH Board of Directors and CAH staff have established two important initiatives for 2014. The first initiative involves conducting an internal evaluation of each of our programs and services. The second initiative is the development and launch of EPIC (Ending Poverty In our Community), our exciting new Empowerment Skills program.

These two initiatives are based on the seven guiding principles presented in *The Non Nonprofit*, authored by Steve Rothschild. The seven principles serve as the filter through which we evaluate existing programs and services, and design new ones. The principles are:

- 1 HAVE A CLEAR AND APPROPRIATE PURPOSE
- 2 MEASURE WHAT COUNTS
- 3 BE MARKET DRIVEN
- 4 CREATE MUTUAL ACCOUNTABILITY
- 5 SUPPORT PERSONAL EMPOWERMENT
- 6 CREATE ECONOMIC VALUE FROM SOCIAL BENEFIT
- 7 BE LEARNING DRIVEN

CAH's understanding of the difference between situational poverty and chronic poverty is the centerpiece of our two 2014 initiatives. Situational poverty is caused by a change in circumstances precipitated by the loss of a job, unexpected expenses for car repairs, unplanned medical expenses, health emergencies, etc. With supplemental support and/or additional education or employability training, situational poverty is solvable. According to current research, situational poverty lasts no more than four years.

Chronic poverty, on the other hand, is caused by long-term issues such physical or mental impairment, dysfunctional family structure, below poverty income, and/or educational or language deficits. Chronic poverty can last a lifetime and is often passed from one generation to the next. Twenty percent of people we help are living in chronic poverty.

The vast majority of CAH clients requiring services come in for food. Our statistics reveal that 80% of the CAH clients who come for food three times or less have short-term need and are experiencing situational poverty. Conversely, internal statistics indicate that when a client comes for food four or more times they are experiencing chronic poverty.

Our 2014 evaluation of our Emergency Services program coupled with our expanding understanding of the distinction between situational and chronic poverty, has led to an exciting restructuring of the way we distribute food and services to those who walk-in to CAH's facilities.

In the new system, clients will continue to access our two food pantries on a first come, first served, walk-in basis. In March, CAH's Case Managers introduced a targeted assessment process to determine why clients are experiencing the need for food. All walk-in clients will be able to obtain food up to three times a year, using our client-choice food pantries. The average value of the food distributed from our pantries to a family per visit is \$109.

Clients who walk-in for a fourth visit will be asked to meet with a Case Manager to complete a more in-depth financial/community resource review to determine the reason for their continuing need for services. If the need for food is ongoing with little chance of the circumstances changing, such as senior citizens on fixed incomes, they will be eligible to receive food assistance through a monthly mass food distribution. The first monthly mass food distribution was held at the end of March.

Clients with ongoing issues that can be resolved with case management support will be offered the opportunity to meet with a CAH Case Manager. Together client and Case Manager will design and execute an action plan intended to eliminate the underlying causes of poverty and provide a path for the client to obtain and maintain a more stable and prosperous life.

Our case management process is designed to address behavioral issues, such as acquiring additional job training, finding living-wage employment, managing finances, obtaining stable housing, etc. For many clients, understanding these proactive values will lead to breaking the cycle of poverty and living a stable life.

We understand that this behavior-based process doesn't work for every client because for the chronically poor these new behaviors are incongruent with their fundamental beliefs about themselves (their mindset) and their capacity to achieve significant life goals. Once the case manager becomes aware of the client's underlying mindset, he/she will be referred into our newest initiative, the EPIC Empowerment Program.

The EPIC Empowerment Program was launched to provide CAH's generationally-poor clients with a comprehensive set of tools to assist them to move out of poverty. Current workforce research indicates that psychological self-sufficiency is the prerequisite to sustaining economic self-sufficiency. Thus EPIC's EESS program includes the delivery of empowerment and employment skills, self-sufficiency and

success coaching, as well as the engagement of Employer Partners committed to providing a living-wage job and professional development for each EPIC program participant.

The successful operation of our life-changing programs takes financial support. To help raise additional funds, CAH is identifying the best practices to make its already successful resale stores even more efficient and profitable. The seven guiding principles of the *The Non Nonprofit* are being used to evaluate all of CAH's programs, including our resale stores and Community Kitchen.

Hopefully this review gives you a sense of the scope of Community Action House's effort to end poverty in our community and help families and individuals prosper. Looking back over CAH's 46-year history, we are grateful that your support has allowed us to provide many successful programs and services to both the temporarily poor and the chronically poor. However, as a learning driven organization, we are committed to measuring both CAH's successes and shortcomings, in order to implement improved strategies that assist those we serve to achieve sustainable economic self-sufficiency.

On behalf of CAH's Board of Directors, staff, valued volunteers, and most importantly, those we are so privileged to serve, I extend a heart-felt 'Thank You' for your past and continuing support of our efforts. We believe 2014 will be an EPIC year for Community Action House and for the Holland community.



Mark Tucker  
Executive Director



# Program

## STATISTICS



### Case Management Services

#### EMERGENCY SERVICES CASE MANAGEMENT

**10 households** with **14 children** were provided one-on-one case management counseling to acquire new skills and obtain additional resources necessary to increase their financial stability.

#### COMMUNITY HOUSING PARTNERSHIP

Housing was provided through the 18-month program. The program is a joint venture with Good Samaritan Ministries.

**30 previously homeless families with 54 children**

WERE PROVIDED TRANSITIONAL HOUSING



### Emergency Services

#### HOMELESSNESS PREVENTION

On average, this assistance was **\$1,691 per family** and allowed families to stay in their homes rather than be evicted.

#### FOOD PANTRIES

**5,699 individuals**, including **2,116 children**, were provided **6,714 food orders**.

**22 households with 29 children**

WERE PROVIDED FINANCIAL ASSISTANCE

#### THANKSGIVING BASKETS

**902 families** were provided the ingredients for a Thanksgiving meal they could cook at home.

#### REFERRALS

**5,936 referrals** were made by case managers on behalf of clients to over **30 agencies** for additional resources and services not provided by CAH.



### Foreclosure Prevention

**275 families** received foreclosure prevention counseling resulting in **52 families** maintaining ownership rather than losing their home to foreclosure.

TOTAL VALUE OF HOMES SAVED: **\$6.5 million**



### Holland Community Garden

Community Volunteers, alongside MSU-E Master Gardeners, grew the produce, which was distributed through CAH's two food pantries and to senior citizens by Community Action Agency.

**4,800 pounds of fresh produce**

WAS GROWN AND HARVESTED



### Volunteers

**Hours are valued at \$474,850** and were donated by more than **425 volunteers** in support of CAH programming. Volunteers definitely put the **Action** in Community Action House!

**28,709 hours**

WERE DONATED



**68,870 meals**

WERE SERVED



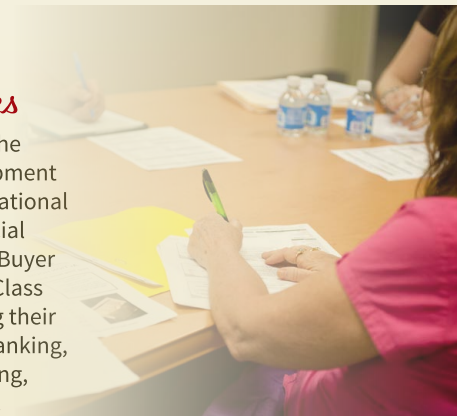
### Community Kitchen

The kitchen is a partnership with Western Theological Seminary and is supported by over **250 volunteers from 30 churches**. Meals served **increased by 11%** from the previous year.



### Educational Classes

**105 individuals** attended the Michigan State Housing Development Authority (MSHDA) certified educational classes which include Financial Management, First-Time Home Buyer and Home Maintenance. CAH Class participants reported increasing their knowledge of budgeting, basic banking, consumer protection, investing, insurance, and retirement.





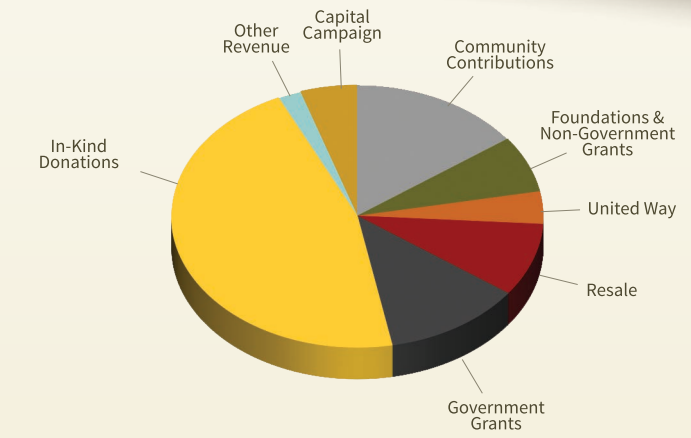


# Financial

## STATISTICS

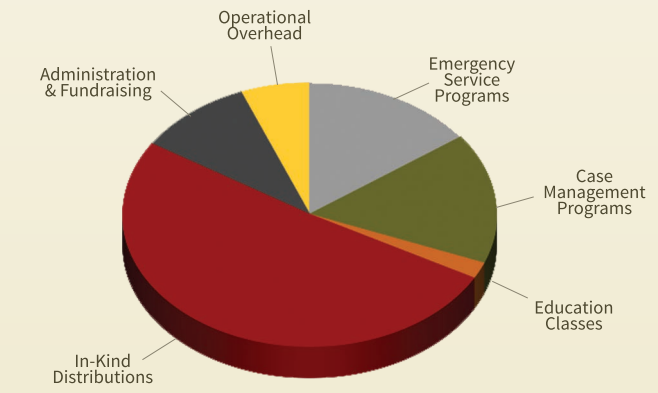
### Revenue

Community Contributions	<b>\$356,766</b>	<b>15%</b>
<small>Individuals • Businesses • Churches</small>		
Foundations & Non-Government Grants	<b>\$165,976</b>	<b>7%</b>
United Way	<b>\$93,322</b>	<b>4%</b>
Resale	<b>\$217,420</b>	<b>9%</b>
Government Grants	<b>\$272,815</b>	<b>12%</b>
In-Kind Donations	<b>\$1,088,050</b>	<b>46%</b>
Other Revenue	<b>\$54,598</b>	<b>2%</b>
<small>Special Events • Interest &amp; Investment Income</small>		
Capital Campaign	<b>\$122,718</b>	<b>5%</b>
<b>Total</b>	<b>\$2,371,665</b>	<b>100%</b>



### Expenses

Emergency Service Programs	<b>\$294,536</b>	<b>15%</b>
Case Management Programs	<b>\$331,561</b>	<b>16%</b>
Education Classes	<b>\$47,842</b>	<b>2%</b>
In-Kind Distributions	<b>\$1,045,389</b>	<b>51%</b>
<small>Food • Clothing • Diapers Furniture • Household Supplies</small>		
Administration & Fundraising	<b>\$211,628</b>	<b>10%</b>
Operational Overhead	<b>\$124,902</b>	<b>6%</b>
<small>Utilities • Rent • Telephone Insurance • Building Maintenance Advertising • Staff Training</small>		
<b>Total</b>	<b>\$2,055,858</b>	<b>100%</b>



*These figures are based on our last full fiscal year, July 1, 2012 to June 30, 2013.  
Surplus funds are due to the "Securing the Future" Capital Campaign and were used to pay off the mortgage for the CAH General Store.*



***14th Street***

345 West 14th Street  
Holland, MI 49423  
616 392 2368

***Northside***

665 136th Avenue  
Holland, MI 49424  
616 392 2368

***Community Kitchen***

101 East 13th Street  
Holland, MI 49423  
616 566 6785

***Boutique at MRC***

665 136th Avenue  
Holland, MI 49424  
616 796 0025

***General Store***

694 Michigan Avenue  
Holland, MI 49423  
616 594 5451

*communityactionhouse.org*

*info@communityactionhouse.org*