

## MAM Strategic Plan Executive Summary

***MAM envisions a Houston where opportunities abound - filled with hope, stability, and belonging.***

We imagine a city where every resident has opportunities for a bright future; where workers who contribute to our local economy – those who keep us safe, care for our health, and teach our children – can support themselves and provide for their children’s healthy development and academic success.

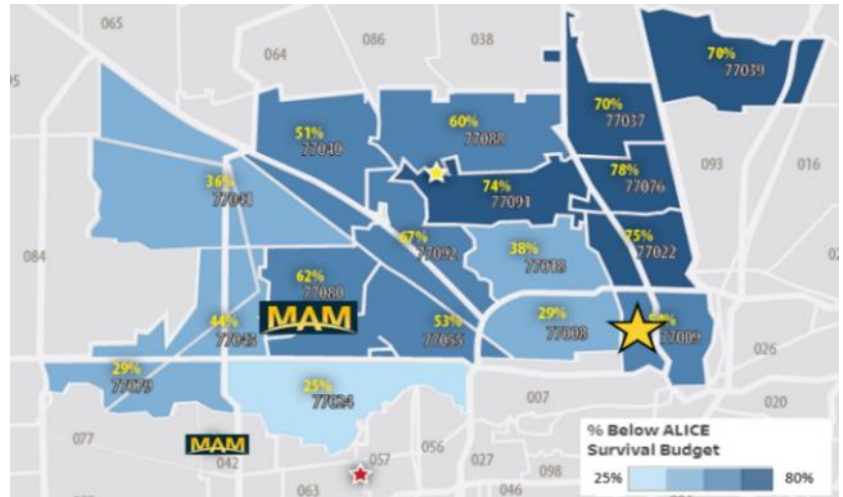
***MAM’s mission is to build stable families, a dynamic workforce, and vibrant communities... together!***

We work with our city’s most vulnerable residents, helping them build the resources, skills, and relationships needed to achieve their goals and dreams. Our programs and services focus on creating sustainable change through training and education, financial empowerment, and social inclusion.

### Strategic Priorities (3-5 Years)

- Increase Service Capacity
- Increase % of Clients in Bundled Services
- Enhance Brand Development
- Demonstrate Program Outcomes
- Maintain Strong Financial Standing

To meet the growing needs of our community, MAM is working to expand our footprint and capacity, with a focus on our 17-zip code service area through the expansion of our Main Campus and the creation of a satellite in the Greater Heights area.



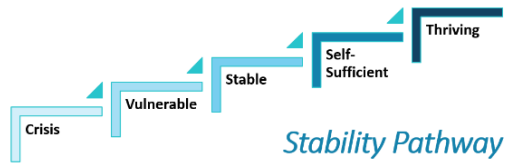
### Understanding the Need

Our work started 40 years ago as a faith-based community effort to provide emergency services for struggling families. We continue to refine our understanding of community needs, recognizing the need to help families meet the immediate challenges of today and to also provide services critical to long-term stability and thriving.

According to the US Census Bureau, over 20% of Houstonians live below the Federal Poverty Level (FPL), or \$26,500 for a family of four; and nearly one in three children in Harris County live in a low-income household (ASPE, 2021). The United Way and Forbes have concluded that the true cost to cover the basic needs of a family is actually around 2.5 times the FPL, or between \$65-69K for a family of four (ALICE, Forbes 2018). Today, 47% of Greater Houston Area families have incomes at or below this level.

While income metrics are a major indicator of the scope of the issue, they do little to describe the complex, long-term and compounding nature of poverty. According to Rice Kinder Institute’s Houston Area Survey, 1 in 3 Houstonians do not have \$400 in saving for an emergency. Car repairs and health emergencies can trigger a downward spiral resulting in financial chaos that can cause families, employers, and the local economy to suffer.

MAM believes strong communities are built upon trust and meaningful relationships where residents all learn to work together for the common good. We know that education and skills; economic wellbeing; and social inclusion are all critical to long-term sustainability, so we focus our programs and services on supporting these areas.



MAM’s objective is not merely to alleviate temporary symptoms of poverty, rather, we help clients understand their capacities, envision a stronger future, and work toward self-sustainability. Most experience a complex set of challenges, and MAM offers a wide range of programs and services to help meet each unique need. Our staff and volunteers serve as coaches and facilitators, assisting clients along their journey. The

results are the gradual move on the Stability Pathway - from a state of constant crisis, to stability, and eventually self-sustainability and thriving.

Stable Families	Dynamic Workforce	Vibrant Communities
Creating opportunities for parents to become financially stable and support their children’s healthy development and academic success.	Ensuring stable employment and creating pathways to livable wages through education, training and support.	Supporting communities, and their residents, in becoming healthy, connected, resilient and engaged.
<ul style="list-style-type: none"> <li>Financial assistance (rent, utilities, benefits applications, clothing)</li> <li>Financial Coaching</li> <li>Benefits Enrollment</li> <li>Navigation and Coaching</li> <li>Tax Preparation</li> </ul>	<ul style="list-style-type: none"> <li>Employment Services (Job readiness, Vocational, Young Adults)</li> <li>Literacy Advance (English, Citizenship, GED, Computer &amp; Digital)</li> <li>Immigration Legal Services</li> </ul>	<ul style="list-style-type: none"> <li>Mental Health Counseling</li> <li>Medical Assistance, Health Screenings, Immunizations</li> <li>MAM Resale</li> <li>Community Engagement</li> <li>Volunteer Engagement</li> </ul>

Studies from the Center for Working Families showed that families who participated in a combination of multiple services at the same organization demonstrated three to four times better financial outcomes than those who only accessed individual services (AECF). MAM’s unique blend of “bundled” service offerings and person-centered support allow for greater client success. To support these efforts, we will enhance internal communication, streamline our client navigation processes, refine data & evaluation systems, and build greater capacity on our coaching team.

**Volunteerism**

Volunteerism has also been a key aspect of MAM’s work. We offer unique opportunities for diverse community members to serve, share experiences, learn, and develop sustainable solutions, together.

MAM Resale
MAM Resale plays an important role in our work, offering a low-cost source of clothing and household goods to the community while generating critical revenues and raising awareness of our programs and services. Store vouchers allow clients to shop with dignity and choice as they select clothes and work attire or household goods to support their pathway to stability. Volunteers and staff work together sort, price and sell donated merchandise in our main store, the MAM Boutique and online shopping experiences. These combined efforts generate nearly \$1.8 M in sales revenue each year to support MAM’s work.

**MAM’s Core Values**

- Stronger Together
- Good Stewards
- Realize Potential
- People First
- Service to All
- Grounded in Faith

**Fiscal Responsibility**

MAM is a champion for fiscal responsibility with no debt, earning a Gold Seal of Transparency on GuideStar and Charity Navigator’s 4-star rating for nine consecutive years, placing us among the top 4% of charities in America. MAM brings together our community to create hope, stability, and belonging.

**Join Us!**

For nearly 40 years, MAM has not only imagined a city where no one lives in the margins, we have we have worked hard, every day, to make that vision a reality, but we cannot do it alone. It will take all of us, working together, so that every family in our community can have access to the support and care they need to build a more stable, abundant life.