Dear Friends,

For nearly 40 years, MAM has been bringing together volunteers, faith congregations, local businesses, foundations and generous individuals to create hope, belonging and stability in our community. Together we have helped courageous families overcome obstacles and develop new skills, resources and confidence on their pathway to stability and thriving.

In 2020, the COVID pandemic created an unprecedented demand for MAM’s services. In addition to offering MAM’s core programming, we successfully launched a new Pathways for Young Adults program, supported families displaced by the Watson Chemical explosion, participated in an innovative Rental Assistance Pilot and provided COVID Bereavement Assistance. Thanks to you, our generous supporters, we were able to help thousands of families during this difficult time.

The COVID pandemic changed the way we all live, work and communicate. At MAM, it changed the way we serve our clients, prompting us to shift to virtual services, upgrade IT and communications infrastructure and develop new programs to meet the emerging needs of our community. We developed new tools to leverage technology and identified program areas where in-person services remain critical for positive outcomes.

This past year also highlighted inequities that disproportionately impact the families MAM serves - the most vulnerable in our community - in the areas of health, employment and overall wellbeing, underscoring the importance of MAM’s work with marginalized communities.

MAM was founded almost four decades ago by a small group of faith leaders who knew they could do more collectively than they could do alone. Today, we continue to harness the power of community to build stable families, a dynamic workforce and vibrant communities… together!

Sonja Gee – President & CEO

Chris Chandler – Board Chair
In 2020, MAM programs impacted 32,421 individuals. MAM directly helped 16,216 people from 8,450 families improve their lives.

MAM’s professional and educational programs are available to everyone in our community. Financial assistance is provided to residents of our 17-zip code service area. 2,933 individuals were served outside of MAM’s zip code area, with nearly 50% receiving disaster assistance during COVID.

MAM LOCATIONS:
- Main Campus, 1625 Blalock
- West Campus, 2424 Wilcrest
- Workforce Solutions Acres Homes
- Workforce Solutions Westheimer

OUR REACH
INDIVIDUALS HELPED PER ZIP CODE

<table>
<thead>
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<th>ZIP CODE</th>
<th>HELPED</th>
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<tbody>
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<tr>
<td>77128</td>
<td>218</td>
</tr>
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</table>
Escaping the difficult political and economic situation in their home country of Venezuela, Saray and her family arrived in Houston in 2018. Both she and her husband Miguel were engineers in oil and gas but were not able to find work in the US. Miguel got a job working in construction out of state. Saray worked as a housekeeper, babysitter and selling Venezuelan food, while caring for their two girls. Both parents enrolled in ESL classes at MAM's West Campus because they knew their limited English was a barrier to finding good jobs, although Miguel’s schedule made it difficult to attend.

Both Saray and Miguel used their English skills to find better jobs and then were laid off when COVID happened. Miguel found a job delivering groceries and drove all day, making as much money as possible in case he got sick and couldn’t work to take care of his family. Then they had to use their savings to pay for immigration fees and attorneys. Faced with a very stressful situation, Saray was referred to MAM’s Financial Empowerment Program. They received financial assistance to remain safely housed. Both Miguel and Saray began working with Employment Services and soon had jobs again, Miguel as a Chemical Engineer.

Today, Saray works at MAM as a Client Navigator, helping others access the resources and education programs that helped her family.

SARAY & MIGUEL

When families come to MAM in financial crisis, assistance with rent, utilities, transportation and clothing helps reduce the fear of becoming homeless. Helping a family apply for SNAP or TANF lessens the stress of feeding their children and allows them to begin making plans for the future. By combining these support systems with financial education programs, people are empowered to balance their monthly budget and do what seemed impossible – pay their bills on time each and every month.
This past year reminded us all of the fragility of life and the deep human need for community and connection. As we move from disaster mode to our routine work, we are ever grateful for the supporters that make it all possible. Together, we celebrate the courage and resilience of the men and women who come to MAM to ask for help, and who fight, every day, to overcome the challenges in their lives to achieve a better future for themselves and their families.

Families devastated by Hurricane Alicia, Tropical Storm Allison, and Hurricane Ike received help from their neighbors through MAM. When Hurricane Harvey overstayed its welcome, MAM launched a 2 ½ year recovery program to assist thousands in regaining stability. No sooner had Harvey efforts ended, the Watson Chemical Plant explosion destroyed hundreds of homes and the community’s sense of security in the blink of an eye. MAM once again helped families rebuild their homes, their lives and perhaps most importantly, their hope.

In 2020, COVID-19 presented new challenges, forcing MAM to deliver help in a virtual world. Staff went home with laptops to work from makeshift offices in kitchens and bedrooms. New technology was used to serve clients via email, texts, video calls and digital forms. As the pandemic went on, the needs continued to grow. Often, calls for help continued long into the night. MAM was stretched to provide critical support to the community while caring for the health and wellbeing of staff.

DISASTER ASSISTANCE – 5,166 FAMILIES received assistance for housing, repairs, food, funerals, insurance and more.

IN 2020, MAM DISTRIBUTED $4,208,848 to families affected by the Watson Plant Explosion and COVID-19.

I am thankful for many things—the woman who took me in after the flood, the temporary use of an RV when we were homeless, the helping people I met at MAM, the generous people who provided funding to MAM so they could help me, always being able to keep my dogs, and (quietly laughing) a refrigerator full of food! I am most thankful knowing that God has always been with me.”

Yara, Hurricane Harvey Survivor

For more than three decades, MAM has helped our community overcome many disasters, from apartment fires to freezes to floods.
WHO MAM SERVES

81% OF CLIENTS EARN LESS THAN $25,000 per year

$25,000

73% IDENTIFY AS LATINX

THEY ORIGINATE FROM OVER 40 COUNTRIES THROUGHOUT THE WORLD

DYNAMIC WORKFORCE
MAM builds a stronger workforce through employment, literacy and immigration legal services.

We know that people who speak English and have basic literacy skills are more likely to be steadily employed with a successful future. MAM provides education, job readiness preparation, vocational training, job coaching and other employment services to help people gain the skills, tools and resources needed to obtain living-wage jobs and long-term financial stability. To live their American Dream, individuals apply for permanent legal residence or citizenship with the assistance of our immigration attorneys.

1,375 students improved their skills in reading, writing and speaking English at home, work, school and in the community.

87% of students in employment coaching, vocational training and employment certification obtained jobs.

1,121 people became job ready.

113 citizenship students gained confidence and learned about American history, civics and culture to pass the USCIS Citizenship Interview and become US citizens.

748 immigration clients received accurate information and representation for employment authorizations, permanent residency, family petitions and humanitarian relief.

Nathalie is a unique success story because she has utilized MAM Employment Services twice, never giving up. Nathalie was laid off from the oil and gas industry in 2016 and moved to Korea to teach English for 2 years. She loved her time there but returned to Houston when her mother was diagnosed with cancer. While job hunting, she met with one of MAM’s volunteer coordinators to inquire about volunteering at MAM. She learned that the Employment Services program could help with her job search and signed up for the Employment Certification Program. MAM helped equip her with proper clothing and good questions to ask in interviews. Before she completed the program, she had a full-time job. She could tell it was not the best fit and considered leaving to find a better job, but then her mother passed away. During this difficult time, she kept in touch with MAM staff and her volunteer job coach. When she was laid off in August 2019, she looked back at her notes from MAM classes and wondered what she could have done differently. Ultimately, she was brave enough to reach back out to MAM for help.

Nathalie has always expressed gratitude and noted how impressed she is with the resources MAM has provided to her and the confidence they have instilled in her. In considering jobs, she learned to look beyond industries where she had experience and to apply through different avenues than she had considered before.

One of the most amazing things about MAM is the belief they have in their clients. I can see how people value me because MAM taught me to value myself.”

– Nathalie

Nathalie is now a Logistics and Customer Support Specialist. The company she works for reminds her of why she loves MAM. They saw beyond her resume and saw her character, and they care about her values and work ethic. They are supportive of her learning and growing, the same way MAM is.
MAM launches Pathways for Young Adults Program to serve Opportunity Youth.

There are more than 75,000 opportunity youth and young adults in Harris County. These are young people between the ages of 16 and 24 who are neither working nor attending school. Oftentimes, their ability to pursue work or school are hindered by a lack of role models, support and the guidance needed to move forward. In January 2020, MAM launched the Pathways for Young Adults Program to support and guide this vulnerable group of young people toward successful futures. Pathways provides coaching, career advice and life-skills to disengaged youth who will make up Houston’s future.

MAM ensures each young adult has access to housing and food security and is assigned a personal coach to help them reconnect to their community, education opportunities and possibilities in life. Most importantly, they rediscover or rebuild their sense of self-worth.

Finding a career path toward a living wage is a critical part of each young person’s journey. The Pathways program provides job readiness classes and a job coach, leading to a successful job search. Driver Education and Vocational Training is also available, further expanding the opportunities.

Despite the pandemic, young adults enrolled in our job readiness program in record numbers. MAM provided them with coaches and mentors to guide them in planning for their future.

<table>
<thead>
<tr>
<th>PATHWAYS’ YOUTH FOUND JOBS WORKING AS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Accounts Receivable Clerk</td>
</tr>
<tr>
<td>• Assembly Operator</td>
</tr>
<tr>
<td>• Customer Service Rep</td>
</tr>
<tr>
<td>• Medical Assistant</td>
</tr>
<tr>
<td>• Optician</td>
</tr>
<tr>
<td>• Package Handler</td>
</tr>
<tr>
<td>• Preschool Teacher</td>
</tr>
<tr>
<td>• Project Design Engineer</td>
</tr>
<tr>
<td>• Retail Associate</td>
</tr>
<tr>
<td>• Security Guard</td>
</tr>
</tbody>
</table>

With the support of JPMorgan Chase, United Way THRIVE provided laptops to 30 opportunity youth who successfully completed MAM’s Job Readiness Workshops and attended a minimum of three job coaching sessions.

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ISSUES FACING HOUSTON FAMILIES

39% OF HOUSTON RESIDENTS ARE UNBANKED OR UNDERBANKED

28% OF HARRIS COUNTY RESIDENTS ARE LIMITED ENGLISH SPEAKERS

1 MENTAL HEALTH PROVIDER FOR EVERY 920 RESIDENTS LIVING IN HARRIS COUNTY
Texas ranks at the bottom of being able to access mental health treatment.

AROUND 1 IN 5 HOUSTONIANS EARN $1,250 OR LESS PER MONTH

VIBRANT COMMUNITIES
went shopping with mom and dad for new school clothes using MAM gift cards.

CHILDREN 4,500 were filed, ensuring family healthcare and food security.

PUBLIC BENEFIT APPLICATIONS 1,998 received books and toys through MAM’s CHRISTMAS SHARE PROGRAM.

MENTAL HEALTH COUNSELING SESSIONS 1,932 went shopping with mom and dad for new school clothes using MAM gift cards.

CLIENTS 368 MENTAL HEALTH COUNSELING SESSIONS

CHILDREN 415 CLIENTS

MENTAL HEALTH COUNSELING SESSIONS 1,998 were filed, ensuring family healthcare and food security.

LOUISA

Louisa moved to Houston 19 years ago seeking a safer place to live than her native country. She learned English, provided a stable home for her family and got a job. For the past 10 years, she has worked in a fast food restaurant and was promoted to manager.

Four years ago, while Louisa was at work, an armed man entered the restaurant shouting for a manager to open the cash register. After several failed attempts, Louisa opened the register. The man took the dollar bills out of the register and demanded to be taken to the safe, all while pointing his gun at Louisa. Trembling in fear, Louisa heard the safe go into autolock after too many failed attempts to open. The man pressed the gun against her head and Louisa passed out. She woke up moments later on the floor. She remembers sirens in the background, children crying and her co-worker cradling her head and saying, “it’s going to be okay”.

After this traumatic event, Louisa struggled to deal with her constant fear. She no longer felt safe in public. Her anxiety and symptoms of PTSD impaired her personal relationships with family members and kept her from participating in family and community events. It diminished her hope for her future.

Louisa turned to MAM’s mental health counselor for help and started the process of recovering from the trauma that haunted her for the last four years. She learned to cope with her anxiety and fear. Her family is so happy to have Louisa reengaging with them and reconnecting with activities she used to enjoy.

Louisa now feels at peace and has regained a positive outlook for her future, knowing MAM is there for support in the future.
Volunteers are at the heart of MAM

Volunteers offer compassion, empathy, hard work and personal resources to make our community a better place for all, and volunteering helps people stay physically and mentally healthy and connected in the community. Some volunteers work directly with clients and others process data and donations or work in MAM Resale. Without our volunteers, MAM’s mission would not be possible. Volunteers invest their time and skills to help families gain stability and a sense of belonging, and they in turn are inspired by our clients and experience the satisfaction of being partners in change.

Despite the difficulty of living through a pandemic last year, MAM volunteers stayed in touch, said prayers for our staff and clients, and helped whenever and wherever they could. When MAM moved its client programs to the virtual world, the incredible commitment and flexibility of our volunteers was seen in extraordinary ways, like in our ESL (English) program. Staff and volunteers worked to move all classes online within a matter of weeks. At the end of 2020, 308 ESL volunteers taught 256 classes for a total of 60,113 instructional hours!

Switching to online ESL classes was challenging in many ways, what with the whole new Zoom platform learning curve, the inconsistent internet/technology reliability, and the distraction of children and other home interruptions. However, as a testament to their adaptability and eagerness to learn, most of my students progressed and some even excelled in a difficult situation.”

— Linda Illg,
ESL Volunteer Teacher and MDPC Member

Before I retired, I lived in several countries in Latin America and Africa. With the help of friendly locals, I learned Spanish, French and Portuguese. Now I get to return their kindness.”

— Dan Fox,
ESL Volunteer Teacher

1,030 VOLUNTEERS INVESTED 33,839 HOURS to build stable families, a dynamic workforce and vibrant communities.
MAM’s Resale Store sells donated goods to provide a low-cost source of clothes and home goods to our community, while generating critical resources to support MAM services.

Vouchers provide MAM clients access to work clothes, furniture and essential household items, with the dignity of choice. This is especially critical after disasters, like the Watson plant explosion, when MAM helped hundreds of families regain stability.

In an ordinary year, MAM Resale generates 35% of MAM’s operating revenue. Despite COVID-19 closures, resale staff showed their resilience by expanding their online presence through Facebook Live Shows, a new online store and secondary sales markets like eBay and Poshmark. They brought in over $1M in sales and made a profit to help MAM programs! Through it all, MAM Resale was there to serve customers and help clients redeem vouchers for clothing and household goods.

**FUN FACT:**
During COVID, slacks sales plummeted and pajama sales went through the roof!

**TOP 10 SALES BY DEPARTMENT**

<table>
<thead>
<tr>
<th>Department</th>
<th>Sales Percentage</th>
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</thead>
<tbody>
<tr>
<td>Linens</td>
<td>22%</td>
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<tr>
<td>Accessories</td>
<td>7%</td>
</tr>
<tr>
<td>Electronics</td>
<td>8%</td>
</tr>
<tr>
<td>Books</td>
<td>8%</td>
</tr>
<tr>
<td>Ladies Clothes</td>
<td>13%</td>
</tr>
<tr>
<td>Furniture</td>
<td>17%</td>
</tr>
<tr>
<td>Art</td>
<td>7%</td>
</tr>
<tr>
<td>Shoes</td>
<td>6%</td>
</tr>
<tr>
<td>Men’s Clothes</td>
<td>6%</td>
</tr>
<tr>
<td>Housewares</td>
<td>5%</td>
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**STATEMENT OF FINANCIAL POSITION**

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<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
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<tr>
<td>Net Assets</td>
<td>$12,597,313</td>
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<tr>
<td>Unrestricted Restricted</td>
<td>$10,219,562</td>
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<tr>
<td>Restricted</td>
<td>$2,377,751</td>
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<tr>
<td>TOTAL ASSETS</td>
<td>$13,395,776</td>
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</table>

**SOURCES OF SUPPORT**

- Indirect Public Support: $5,455,268
- Individuals: $1,603,904
- Resale Store: $1,103,084
- Foundations & Grants: $951,868
- In-Kind Contribution (Land): $797,731
- Special Events: $436,264
- Corporations: $301,644
- Churches: $174,447
- Program Fees & Government: $100,421

**WHERE DOES YOUR DOLLAR GO?**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
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<tr>
<td>Administrative:</td>
<td>4¢</td>
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<tr>
<td>Fundraising:</td>
<td>5¢</td>
</tr>
</tbody>
</table>

**FINANCIAL INFORMATION**

MAM has earned Charity Navigator’s ninth consecutive 4-star rating for adhering to best practices and executing our mission in a fiscally responsible and transparent manner. Only 4% of charities have received this status, indicating that MAM outperforms most other charities in America.
Like so many others, Linda and Carl Kuhnen were deeply saddened when they lost their home to flooding during Hurricane Harvey. They lived in the home for decades and raised their family there. In the midst of the loss, they remained grateful for their wellbeing and ultimately used the opportunity to downsize to a new home. On the heels of Hurricane Harvey’s devastation, Linda and Carl wanted to do something impactful for their community. They began exploring opportunities to transfer ownership of their Boheme property to a cause they cared about to help others. That intention brought them to MAM. For decades, they had been donating to MAM Resale, and were indirect supporters through their faith community. After their personal experience in Harvey, they were appreciative of all MAM had done to help other families harmed by the flooding. But it was MAM’s education programs, and the vision to expand that work, that led both Linda and Carl to feel a gift to MAM could create a legacy that would have life changing impacts on vulnerable families, while bringing them both a deep sense of joy. They wanted to help create more educational opportunities that could empower families to be more. To do more.

The Kuhnens donated their Boheme property to MAM in 2020, amidst yet another community disaster, when the need for expanding MAM’s services was more evident than ever. While this transaction was taking place, a long-standing offer for MAM to buy the property adjacent to the Blalock campus came to fruition. Linda and Carl’s gift would make it possible for MAM to seize this opportunity. Their extraordinary gift will serve as the start of MAM’s next program and building expansion focused on offering even more educational opportunities to help struggling families in our community.

MAM has been doubly blessed by Linda and Carl’s generosity and joyful hearts, allowing for the next step in strategic planning that will ultimately create hope, stability and belonging in our community through more programs that build stable families, a dynamic workforce and vibrant communities.

They knew a house and material belongings could be replaced and felt blessed just to be together.

In 2020, BakerRipley’s Tax Center at MAM saved families over $540,000 in preparation fees and realized $1,265,605 in earned income tax credits.

In addition to MAM’s services, families are able to access free, competent, trusted legal advice and income tax preparation that allow them to save hundreds of dollars in fees. Free immunizations, health screenings and eye exams also help families stay well for work, school, and family life.”

Matthew Cox, Sr Vice President of Programs

**TWO JOYFUL HEARTS**

**DONOR FEATURE**

**MAM PROGRAM PARTNERS**

- **Amerigroup & Community Health Choice**
  - application assistance for Medicaid and Children’s Health Insurance Program

- **Care Van**
  - immunizations

- **Change Happens**
  - application assistance for Affordable Care and Medicaid

- **Christus Health Van**
  - health screenings and immunizations

- **UH School of Optometry**
  - eye exams for adults and children

- **Houston Volunteer Lawyers**
  - legal clinics

- **BakerRipley Tax Center**
  - tax preparation

- **Christian Community Service Center**
  - training site for Martha’s Way, an entrepreneurial-focused vocational training program

- **Harris County Department of Education**
  - GED program
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Ecclesia West Side
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Fair Haven United Methodist Church
First Congregational Church
Grace Community Church
Holy Cross Lutheran Church
Holy Spirit Episcopal Church
Houston Mennonite Church
John Knox Presbyterian Church
Memorial Drive Lutheran Church
Memorial Drive Presbyterian Church
Memorial Drive United Methodist Church
New Direction Community of Love
Open Door Christian Church
Pines Presbyterian Church
San Romero Episcopal Church

Spring Branch Presbyterian Church
St. Andrew's Episcopal Church
St. Andrew's Lutheran Church
St. Cecilia Catholic Church
St. Christopher Episcopal Church
St. Francis Episcopal Church
St. John Vianney Catholic Church
St. Mark Lutheran Church
St. Peter United
St. Thomas Presbyterian Church
Tallowood Baptist Church
Temple Sinai
Terrace United Methodist Church
Unitarian Fellowship
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