

# **ALBANY PARK COMMUNITY CENTER**

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- ❑ 37 year old Social Service Agency
- ❑ Albany Park area, the 606025 zip code is the 3<sup>rd</sup> most zip code in the U.S.
- ❑ 60 different countries represented and 47 different languages spoken

# **APCC PROGRAMS**

## ➤ **Children & Youth Programs**

- Preschool For All/Child Care Collaboration
- School Age Program
- Head Start
- Head Start/Child Care Collaboration

## ➤ **Adult Education Programs**

- Adult Education ESL/ABE/GED
- Family Literacy
- Citizenship Classes
- Adult Literacy Tutoring Program

## ➤ **Community Development Programs**

- Business Planning & Development
- CeaseFire
- Food Pantry
- *Counseling*
- Housing
- The Community Violence Prevention Program
- Veterans' Employment & Transition Services
- Workforce Development

# Creating a Culture of Accountability

**Developing a culture of individual accountability requires the following tools:**

- Organizational and Departmental Scorecards
- Dashboards that track results over time
- Objectives that are Measureable and Quantifiable
- Strategies and tactics (3Q1 Strategic Plan)
- Objectives, strategies, and tactics assigned to individual owners with firm due dates (Operational Plan)
- Progress review meetings and Qtrly Budget-to-Actual meetings



# CHICAGO 7 COLLABORATIVE (ETO-EFFORTS TO OUTCOMES)

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*“Measure What Matters”*

- ❖ APCC
- ❖ Chicago Commons
- ❖ Christopher House
- ❖ Erie House
- ❖ Chinese American Service League
- ❖ Children’s Home and Aid
- ❖ Gads Hill Center

# MISSION & FINANCIAL FOCUS

*“No margin, No mission”-Mother Teresa*

## **APCC IN THE PAST (2008-09):**

- 2 days cash reserves
- Increased Line of Credit to \$800k on a \$5 million budget to make payroll
- Overhead at 20%
- Individual Giving was less than 1%
- Silo'd Programming
- IT Issues (9 year old computers, 750 MB Servers, DSL Lines)
- Leaky Roof Problems for Children's Programs
- Electrical Violations
- Inconsistent Inaccurate Program Allocation Method used
- Out-of-Date inadequate Accounting System
- Development accounted for less than 1% of Revenue
- No Strategic or Operational Plan
- 39% of A/R was 61+ days
- Government Funding was 95% of Revenues

# APCC HIGHLIGHTS AFTER 24 MONTHS

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- Cash Reserves increased from 2 day to 3 months
- Line of credit reduced from \$800k to \$500k
- Significant increase in cash flow
- A/R 61+ days was reduced from 39% to 5%
- Overhead reduced to less than 11%
- Government Funding reduced from 95% to 89%
- Individual Giving Increased to 3%
- Development was 2% of Revenues
- IT lines were upgraded from DSL to T1 Lines
- Updated and new computers installed/new servers
- Electrical issues addressed
- Roof leakage issue addressed (new roof)
- Outsourced the Finance Department
- Implement new and accurate Allocation Method
- Program Silos eliminated/Program consolidation
- Net Assets increased from \$442k to \$1.8 million



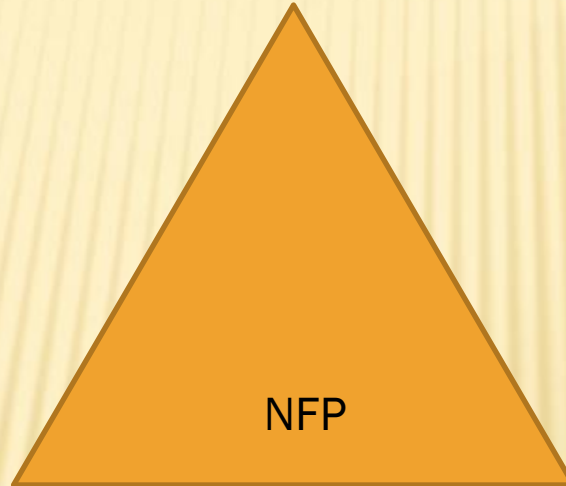
# CURRENT & FUTURE DIRECTION FOR APCC

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- Formation of L3C Corporation
- Partnership with National For-Profit Organizations (WorkForce)
- Partnership with Retired NBA Players Association
- Creation of Government Relations Position
- Creation of Program Liaison Position
- Possible Franchise Opportunity with For-Profit Franchisor
- Continued Collaboration and Partnerships with other NFP
- Creation of Program Life Cycle Tool/Method

# **FIXED RELATIONSHIPS**

**Mission and Program**



**NFP**

**Capital Structure**

**Organizational Capacity**



# BFR CONCERNS & CHALLENGES

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- ☐ Agreed upon measurement matrix
- ☐ Consolidation of Reporting Databases for Contracts
- ☐ Revamp and/or Investigate Admin Levels for Contracts
- ☐ CBO Seat for BFR
- ☐ Realistic Contract Awards and Requirements
- ☐ Improved Payment Method that Helps Working Capital (Cashflow)
- ☐ Severe & Arbitrary Cuts in State and Federal Funding
- ☐ Out of touch Legislators on NFP impact on Illinois Economy
- ☐ Eliminates Disincentives for Executing Efficient Way to Administer a Contract