



NATIONAL  
HUMAN SERVICES  
ASSEMBLY

# Annual Report

JUNE 2017

Dear Members, Friends, and Colleagues,

For more than 94 years, the National Human Services Assembly (National Assembly) has played a crucial role in the promotion and development of human services across the United States. As a voice for a broad and deep sector that touches almost every household in our country, the National Assembly has brought together our diverse membership to share ideas, build capacity, and advocate for policies that will ensure that each person we serve will be able to reach his or her potential and that we all benefit from stronger, healthier communities.

Multiple programs and initiatives of the National Assembly are highlighted in this annual report. You can read about the more than two thousand professionals who have been trained to connect with the public so they can engage support for their work in our National Reframing Human Services Initiative. Our PurchasingPoint® program has saved nonprofits across America—more than 7,000 of them—almost \$141 million since its inception, money that can be spent on the programs and services that benefit our communities. Additionally, we convened a group of more than 30 national leaders to discuss the challenges faced by boys and men of color and to work toward solutions to address those challenges.

We also have been busy assessing our own strategic direction. We engaged the professionals at Community

Wealth Partners to survey our members and key stakeholders and to refine our role as a leader in the human service sector. The result is a dynamic strategic roadmap for the National Assembly to fulfill our dual roles as sector catalyst and member developer—an exciting path for our future.

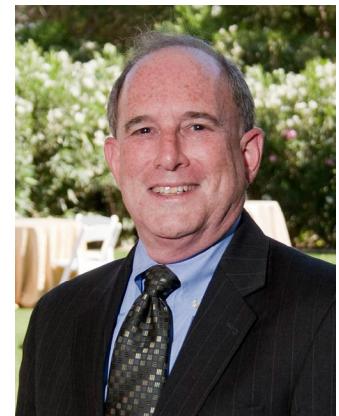
None of our success in the past year would have been possible without the passion and dedication of our board of directors and the exemplary work of our members to ensure that all Americans have access to the opportunities that strengthen all of us. Thanks to each of you.



**Jatrice Martel Gaiter**  
*Chair of the Board*



**Lee Sherman**  
*President & CEO*



## Mission, Vision, Values

The National Human Services Assembly (National Assembly) is a 94-year-old Washington, DC-based association comprised of some of the largest national nonprofit human service organizations. In aggregate, members and their affiliates and local service networks collectively touch, or are touched by, nearly every household in America—as consumers, donors, or volunteers.

### Mission

To strengthen health and human services in the United States through the active involvement and leadership of its members.

### Vision

A just and caring nation that seriously and effectively addresses the human service needs of its citizens.

### Goals

1. Provide collective leadership to shape national human service strategies.
2. Serve as a catalyst for sharing of resources for the purposes of individual/professional development and organizational efficiency and effectiveness.
3. Increase awareness of the importance of and trust in the nonprofit human service sector.

Our theory of change is that a community of national organizations can achieve this mission by learning together, working in tandem to strengthen their own systems and collaboratively to strengthen national human service organizations and systems.



## Strategic Direction

The National Assembly's leadership and staff, in collaboration with Community Wealth Partners, refined the organization's strategic direction in late 2016 and early 2017. Through research and multiple conversations, we sought to understand better the opportunities and challenges of internal and external stakeholders and to take into account the future direction of the human service sector. Building on the organization's rich history, the refined strategic direction positions the National Assembly to lead the human service sector, as well as build and leverage the collective knowledge, skills, networks, and voice of our members and partners. We are excited to celebrate this milestone and share the result of this process.

Research showed that the essence of the current vision and mission resonated with member organizations and other stakeholders. Therefore, the current vision and mission continue to guide our future work. It further confirmed our long-standing goal to be a leading voice in the human service sector and foster collaboration among engaged organizations to advance the collective power, knowledge, strategy, and systems that build well-being within individuals and our communities.

To achieve this, the National Assembly has strategically chosen to serve two roles: Sector catalyst and member developer. As a sector catalyst, we will mobilize members and partners to advance the sector in ways they could not do on their own. As a member developer, we will provide the resources and networks to strengthen members' abilities to achieve their missions. Many of the key activities that the National Assembly has been working on align well with the strategic direction and will continue. Look for continued development and expansion of the National Reframing Human Services Initiative, PurchasingPoint®, membership growth, networking and convening activities, thought leadership in the sector, and implementation of strategic partnerships.

The revised strategic direction will be carried out by the leadership and staff through the end of 2017 and beyond. As with any strategic direction process, the plan will be revised on a rolling basis to continually adapt to meet the needs of members and the sector, and to be forward-thinking in areas where the collective voice and action of National Assembly members are vital to the well-being of our nation.

## Membership

Membership with the National Assembly gives organizations a voice and a seat at the table among other national leaders in the human service sector, allowing members to shape the dialogue and policy in the sector and community. Full membership is available to national nonprofits substantially focused on providing human services, and Associate membership is open to national nonprofits that are interested in human services and/or nonprofit leadership, but are not necessarily focused on meeting human service needs. During the past year, we welcomed the National Association of Veteran Serving Organizations and Care Net, among others, as members.

National Assembly members took advantage of PurchasingPoint, peer learning opportunities, policy discussions and reframing programs, and also participated in a sector-wide compensation study. We communicated with our members through our bi-weekly newsletter, the *NHSA Exchange* in which we provide news, resources, updates, and other sector and member highlights. Our members took an active role in our strategic direction refresh, and the feedback was critical to the results. As we work to integrate our new strategic direction into all of our programs, members will remain the focus of all that we do.

## Programs and Initiatives

The National Assembly offers a variety of programs and

initiatives that are focused on strengthening our members or highlighting key issues in the sector. Some programs or initiatives are an ongoing part of our long history, while others are short-term or even one-time events or convenings. Regardless of frequency, all are seen as crucial to our role as a sector catalyst and mem-



ber developer in working to build community well-being across the nation through our members and partners.

## National Reframing Human Services Initiative

The National Assembly continues to lead efforts to change the national conversation on human needs with the National Reframing Human Services Initiative, a project that has been generously funded by ongoing support from The Kresge Foundation and Annie E. Casey Foundation. Since the release of free online tools and research in November of 2015, three years in the making, the Reframing Initiative has been gaining momentum. In the last year, the team trained over 2,000 local and national leaders in 17 communities.

The Reframing Team has worked to increase capacity in the field by providing one-on-one technical assistance, strategic guidance, more advanced trainings, and monthly learning labs for our priority partners. There are two cohorts that have been identified as integral in launching widespread adoption of the *Building Well-Being Narrative* and frame. The first cohort includes National Assembly members: the Alliance for Strong Families and Communities and Volunteers of America. The second cohort focus is on the local level in Austin, New York City, and statewide in Illinois. Maintaining momentum among the two cohorts by providing the technical assistance they need to be confident using, and having fidelity to, the frame is a priority for the Reframing Team. Additionally, we continue to promote and encourage uptake of the new frame broadly, with quick tips and examples via the Reframing Human Services Network and newsletter, which grew 30% this year.



## PurchasingPoint®

Now in its 13<sup>th</sup> year, PurchasingPoint®, the National Assembly's group purchasing and savings program, continues to grow rapidly. Lifetime savings for the program is an estimated \$140 million. That's \$140 million that has been saved by National Assembly members and their affiliate networks or members, allowing millions to be redirected to the individuals and communities served. The program has over 7,000 organizations enrolled with over 7,900 users. In 2016, the total estimated savings for the entire group was \$21.6 million. The purchasing volume for the group grew 8% to a total of \$78 million. The PurchasingPoint® Team continues to partner with new networks of nonprofits in the sector to continue to expand the program each year, such as the Massachusetts Provider's Council, the California Association of Nonprofits, and BoardSource. During the remainder of 2017, the Team will focus on increasing program utilization and purchasing volume with existing networks, in addition to bringing on new partnerships.

## Policy

### Washington Policy Council

The Washington Policy Council is a dynamic group of public policy leaders from the National Assembly's member organizations. Together, these experts share knowledge, coordinate policy development, and collaborate to advance the multiple issues our members care about most – policy issues that relate to human and community development. The Washington Policy Council meets multiple times over the course of the year. Over the last several months, the group was particularly active in a campaign of community support for nonprofit nonpartisanship, a collaborative initiative lead by the National Council of Non-profits and supported by nine other organizations, including the National Assembly.

### National Collaboration for Youth and Beyond Bars

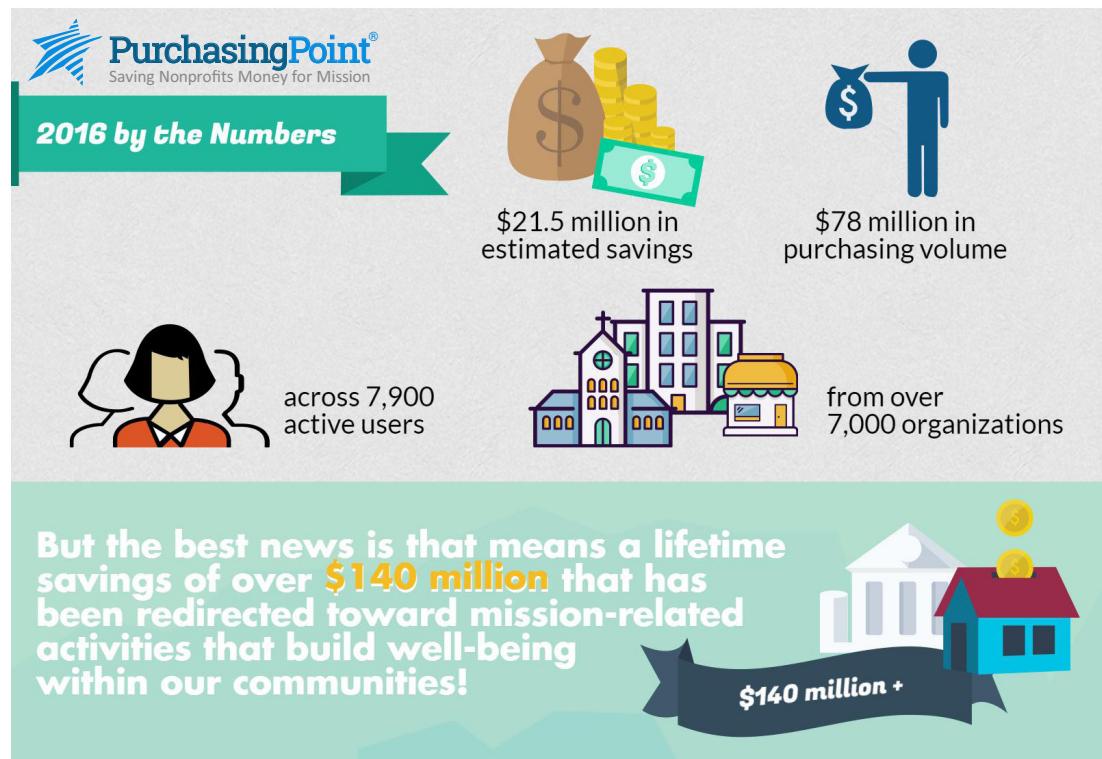
The National Assembly's Na-

tional Collaboration for Youth (NCY) published the report "Beyond Bars: Keeping Young People Safe and Out of Youth Prisons" in December of 2016. Led by NCY, Youth Advocate Programs, and Youth First Initiative, the report recommends collectively-identified, community-based alternatives to end the practice of youth incarceration. Distribution of the report, which included a live webinar, led to the report being downloaded over 3,200 times and features in seven media publications.

## Two-Generation Initiative

In September of 2016, the National Assembly released "The Two-Generation Approach Framework: A Closer Look at State-Level Implementation" funded by Annie E. Casey Foundation. The report explores how three states are developing and implementing a Two-Generation (Two-Gen) framework in their human service programs. The Two-Gen approach builds well-being by working with both generations of families simultaneously to support early childhood education, elementary education, economic stability, and family engagement.

The report illustrates how Colorado, Connecticut, and Utah are on the vanguard of Two-Gen policy development and program implementation through the use of innovative solutions to the structural barriers and challenges that have traditionally kept services for children and adults



in silos. The three states have made significant contributions to the field's understanding of how to best translate support for the Two-Gen approach into tangible solutions that fundamentally transform state policies, systems, and programs.

The report highlights the importance of cultivating champions of the Two-Gen approach in the state legislature and executive cabinet; developing unique ways to share data within and across state agencies to increase program efficiency; identifying populations within the state who share the potential to maximize the outcomes of Two-Gen program delivery; involving families in program design to ensure that services are tailored to the values of each community; and ensuring program sustainability by building opportunities for long-term systems change into Two-Gen policies and programs. The report also includes a "policy map" providing a graphic representation of each state's Two-Gen framework.

#### *Building Well-Being for Boys and Men of Color*

In December of 2016, 32 leaders from a range of human service organizations convened to reflect on the sector's existing and emerging role in increasing the well-being of boys and men of color in the U.S. Participants included direct service providers, research and advocacy groups, national membership organizations, and philanthropic foundations. The group successfully shared the unique perspectives of the participating organizations, identified challenges and opportunities for strategic action, and developed the building blocks for value-added strategies for the future.

The National Assembly seeks to continue the momentum of the shared discussion by pursuing one or more projects that will leverage the critical role human services play in constructing an environment for boys and men of color to



thrive as youth and to grow into adults who can contribute to strong and vibrant communities.

To date, the purpose of most research into the systemic issues facing boys and men of color has been to shed further light on the systemic racial disparities in areas like criminal justice, economic opportunity, and educational attainment. But with the problem now well-established, the baseline data provide an opportunity to begin identifying, and improving, the determinants of inequity for boys and men of color in the U.S. Based on the shared discussion, experts in the field identified three possible initiatives that are likely to foster continued positive changes to the systems impacting boys and men of color:

- Improving opportunities for the sector to collaborate through resource mapping;
- Broadening the public's understanding through reframing; and
- Advancing organizational excellence in equity in the sector through education, training, and organizational change.

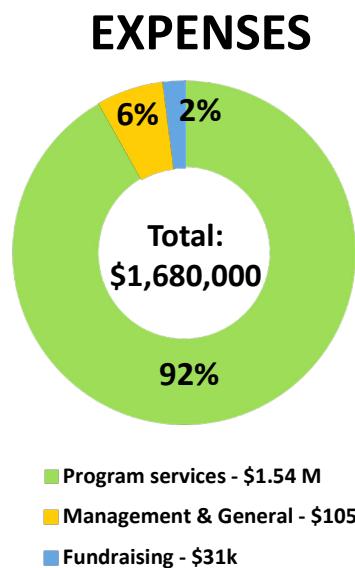
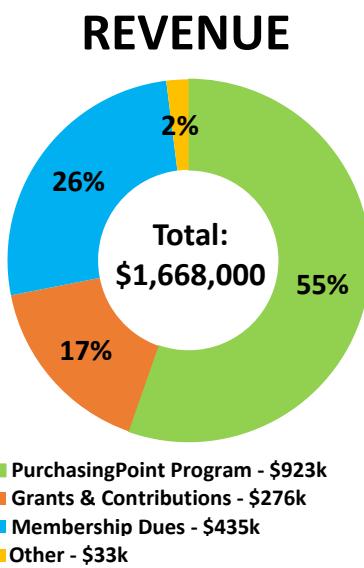
#### **Peer Councils**

The National Assembly hosts several peer groups that are organized around professional or functional roles within organizations, such as finance, operations, human resources, volunteer development, group purchasing, marketing and communications, and more. The councils exist to provide senior personnel from member organizations with an opportunity to communicate with peers in their field and learn from shared experiences and challenges within the human service sector. Over the last year, the councils convened 12 times with 232 attendees from participating organizations.



# Statement of Activities: Fiscal Year Ending December 31, 2016

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
<b>SUPPORT AND REVENUE</b>			
PurchasingPoint Program, net of dividends to members	\$ 923,475	\$ -	\$ 923,475
Membership dues	435,543	-	435,543
Grant and contributions	26,720	249,215	275,935
Sublet rental income and other	28,576	-	28,576
Dividend and interest income	3,176	-	3,176
Realized and unrealized gain (loss) on investments	1,228	-	1,228
Net assets released from restrictions	<u>439,514</u>	<u>(439,514)</u>	<u>-</u>
<b>TOTAL SUPPORT AND REVENUE</b>	<u>1,858,232</u>	<u>(190,299)</u>	<u>1,667,933</u>
<b>EXPENSES</b>			
Program services	1,542,739	-	1,542,739
Management and general	105,416	-	105,416
Fundraising	31,782	-	31,782
<b>TOTAL EXPENSES</b>	<u>1,679,937</u>	<u>-</u>	<u>1,679,937</u>
<b>CHANGE IN NET ASSETS</b>	<u>178,295</u>	<u>(190,299)</u>	<u>(12,004)</u>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<u>625,573</u>	<u>237,097</u>	<u>862,670</u>
<b>NET ASSETS, END OF YEAR</b>	<u>803,868</u>	<u>46,798</u>	<u>850,666</u>



Data summarized from audited financial statements for fiscal year 2016 prepared by Sarfino and Rhoades, LLP.  
For complete reports, please contact the National Human Services Assembly at (202) 347-2080 or visit us at [www.nationalassembly.org](http://www.nationalassembly.org).

## National Assembly Staff

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President & CEO

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Bridget Gavaghan  
Consultant, National Reframing Initiative

Bradley Hamilton  
Manager of Member Relations

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