



# Strategic Plan

For

2020 to 2021



**Submitted By**

Action Against Societal Ills  
(ACASI)



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## **Executive Summary**

What are the factors that contribute to underprivileged youths having opportunities for a high quality of life in slum communities? This question fuels the vision of Action Against Societal Ills-ACASI and resides at the heart of our three-year strategic plan. While we provide answers in the form of a three-year objectives and strategies, we know that the most effective youth-centered organization in the twenty-first century will continuously refine their strategies as the external landscape evolves and new lessons are learned. In this spirit, our strategic plan is intended to be a dynamic road map, defining a clear “destination” – where we want to be in 2022 – and encouraging flexibility and creativity throughout the journey over the coming three years.

This plan is intended to drive positive change within ACASI and the slum community areas while also embracing continuity. The plan provides a sharper focus to our work in the form of three community-impact objectives, driven by the community’s needs and priorities. It requires us to rethink how we organize our time and talent, and where we invest resources. At the same time, the plan strongly reaffirms ACASI’s historical commitment to helping our community’s most vulnerable youths have access to a high quality of life. The plan strengthens our commitment to donors, partner organizations, and community leaders as essential drivers of innovation and positive changes in our slum communities.

### **Listening to the Community: How We Established Our Strategic Priorities**

ACASI’s opinion poll campaign involved nearly 900 individuals, including members of the public, youths, donors, and leaders from the nonprofit, business, and public sectors. We asked about the components that contribute to a high quality of life and community members responded with a wide range of answers. The three areas of highest concern were basic human needs, economic development, and education.

Based on these findings and furthered by other research on key national, state, and regional trends, six strategic objectives were developed. Three of these objectives relate to the impact the organization seeks to have in the community. The other three objectives relate to our key partners – donors, stakeholders, and community leaders. These strategic objectives are graphically depicted in the Strategy Map on page 13.

### **Community Impact Objectives: Focusing on the Needs of the Most Vulnerable**

In keeping with the findings of the Listening Campaign, ACASI will focus on three community-impact objectives in the coming three years. These objectives concentrate efforts and resources on the area’s most vulnerable youth.

#### **Objective One: Basic Human Needs**

Help ensure shelter, basic medical care, access to nutritious food, and safety for the most vulnerable youth living in slum communities.

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## **Objective Two: Economic Opportunity**

Help foster interconnected and culturally vibrant communities in which youths have the tools and opportunities necessary for jobs and careers that lead to economic self-sufficiency.

## **Objective Three: Education**

Help increase educational support programs among youths living in slum communities.

## **Partner Objectives: Deepening Collaboration to Make a Difference**

Over the next three years, ACASI will focus on strengthening its working relationship with three key partner groups as a path to achieving the community-impact objectives.

## **Objective Four: Donors**

Increase donors of all types who give more strategically to their own objectives and to ACASI's objectives.

## **Objective Five: Stakeholders**

Increase the ability of stakeholders from all sectors to serve the community through their connections with ACASI.

## **Objective Six: Community Leaders**

Increase the ability of leaders from all sectors to serve the community through their connections with ACASI.

## **Internal Building Blocks: Building on Current Strengths**

In order to achieve the six objectives described above, ACASI will strengthen its internal capabilities and resources. In the coming three years, ACASI will focus on the following areas.

### **ACASI Leadership**

Increase the leadership roles that staff, board, volunteers, and donors play on key issues in Target Areas, especially those identified as our community-impact objectives.

### **Structure, Process, and Resource Alignment**

Align and integrate staff and committee structures, resources, and administrative processes in order to achieve the community- impact and partners objectives.

### **Learning Community**

Foster a learning community in which ACASI staff, trustees, volunteers, and partners share insights across disciplines and sectors, and use that learning to assess impact and develop future strategies.

### **Range of Funding Stream**

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Increase and diversify the range of revenue streams to maximize our effectiveness in connection with the Organization's community-impact objectives.

### **Sustainable Operating Model**

Ensure that the Organization's operating model is sustainable as circumstances change.

### **Implications: What the Focus Really Means**

The strategic plan is a broad roadmap and there is still much to be determined relative to implementation. Over the coming months, ACASI will draw a wide range of partners, donors, volunteers, and staff into this conversation. Though many details have yet to be defined, here is some of what we do know:

- The community-impact objectives deal with issues that are complex and interrelated. Many of our partners be working on strategies and solutions to address these issues. ACASI will work with these partners to find niches in which we can leverage our strengths to make a meaningful contribution in the areas of basic human needs, economic opportunity, and education.
- As ACASI focuses its resources on the three community- impact objectives, we will do our very best to honor the wishes of current and potential donors. Donor intent is paramount. We recognize that our ability to attract new donors and steward contributions from current donors has a major potential for us to increase our impact in basic human needs, economic development, and education.
- ACASI will continue to engage the community through its many programs. The focus of and guidelines for our community engagements will be realigned around the three community-impact objectives after 2020. We do know that the change will not be radical or abrupt and that we will continue measuring our operating model. We also know that our engagement will not be “business as usual.”
- A sharper focus will be placed on arts in education and as a driver of economic opportunity. ACASI remains committed to arts and culture as an essential contributor to a high quality of life.
- The work of ACASI's Strengthening Neighborhoods Program and Inclusiveness Project will be embedded within all three community-impact objectives. The philosophies, strategies, activities, and expertise gained through these two programs will shape ACASI's approach to achieving all of our community impact and partner objectives.
- ACASI will devote its non-financial resources (including staff, board, other volunteers, relationships, reputation, advocacy, and creative partnerships) to play leadership roles in the impact areas of basic human needs, economic opportunity, and education as we implement this strategic plan, ACASI will work with youths, donors, and leaders who will help us craft the tactics and activities that will best achieve our community-impact objectives.

## INTRODUCTION

The purpose of this strategic plan is to articulate the long-range direction and priorities for ACASI. The objectives and strategies described in this document have been approved by our board of trustees and will guide the Organization's efforts and investments over the coming three years.

Since establishment of the ACASI in 2016, underprivileged youths living in urban slum communities across Liberia have weathered the worst economic destabilization and health pandemics since 2014. In the face of this bad economy, ACASI has maintained growing levels of efforts; collaborated with partners to create innovative programs to address emerging community needs; strengthened our governance and business processes; leveraged social media channels to increase the visibility of our work; and made it easier for individuals to establish donor funds. Much of this was accomplished because we had a plan in place that enabled us to maintain our focus and to examine progress even as the economic landscape shifted dramatically downward. Our three years strategic plan will strengthen this cornerstone of agility, innovation, and resiliency even more.

We made the conscious decision to begin the strategic-planning process even before now. The primary reason for this decision was the dramatic change in the Organization's strategic landscape, including the economic situations and its broad impact on slum-dwelling youths.

In this plan, we present six compelling objectives to be achieved by 2022. Informing all of these objectives is ACASI's commitment to focus on serving those who are most vulnerable – those individuals and families who suffer most in various slum communities and who lack the access to opportunities that create a basic quality of life.

The three-year time horizon reflects our belief that the complex and interrelated social and economic issues facing youths living in slum communities can only be addressed through a long-range effort and sustained commitment. At the same time, we recognize the need to pursue these objectives with alertness and adaptability to new challenges, opportunities, and lessons, as they emerge.

Youth organizations, civil society institutions and community-based organizations must constantly balance current and future needs. We must do what we can to meet current needs while at the same time providing resources to help future generations meet unforeseen future needs. This plan aims to strike that balance. Sometimes, addressing problems today can prevent them from becoming bigger problems in the future.

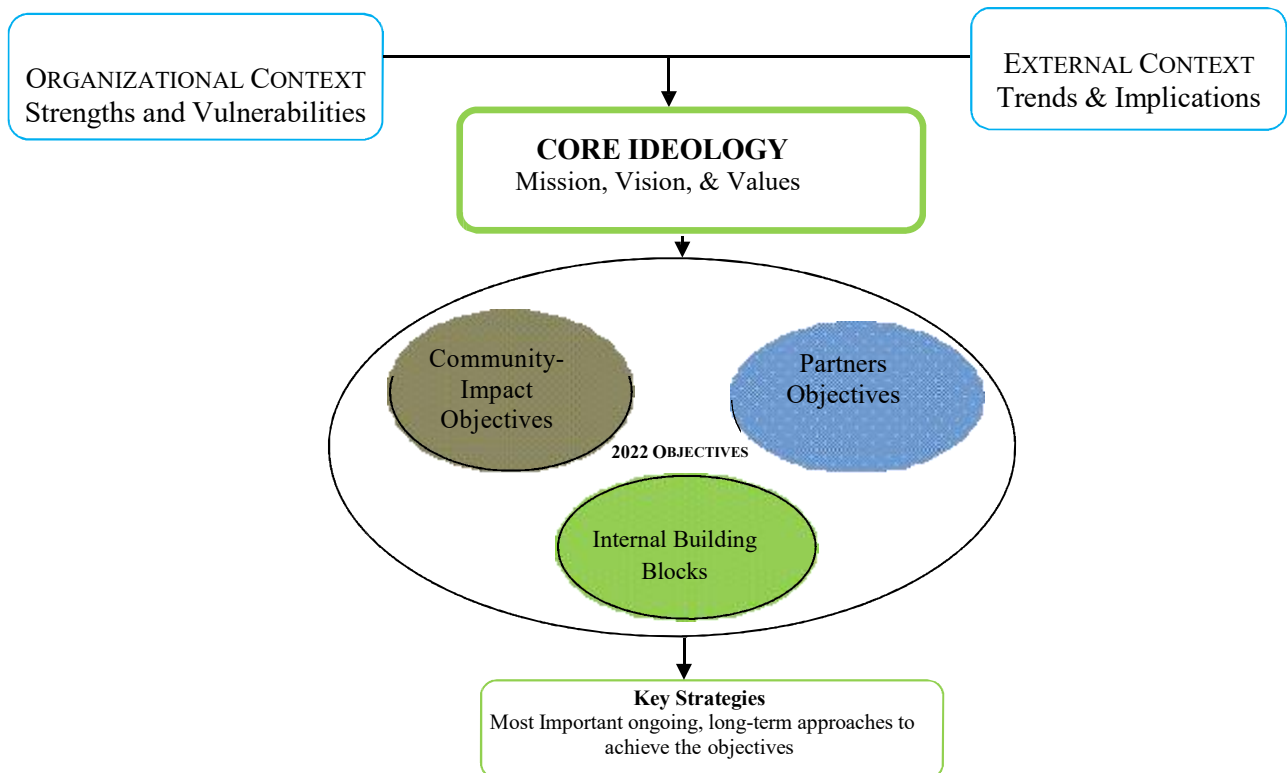
This plan is the product of an intense process led by a task force made up of 10 staff and volunteers of ACASI. A central focus of the strategic-planning effort was to solicit and listen to the diverse youths of our target communities. This was achieved through an opinion poll campaign based on the proliferation of current social and economic trends that involved nearly 900 individuals, including members of the public, youth groupings, donors, and leaders from the nonprofit, business, and public sectors.



The remainder of this document is organized into the following sections:

- **Strategic Context:** In listening to a broad range of input from the community, what are the most important factors that contribute to people having opportunities for a high quality of life in our community? What issues and trends, both internal and external to ACASI, shaped our thinking about the future?
- **Core Ideology:** What are the enduring commitments that enable ACASI to act with clarity of purpose and integrity?
- **Objectives and Key Strategies:** What are the highest priority outcomes we aspire to achieve over the next three years and why do they matter? For each objective, what are the long-range approaches we will pursue?
- **Our Way Forward:** What have we learned and how do these lessons inform our leadership activities as we move toward the future?

These sections follow the stages of the strategic-planning process that guided the development of this plan. The image below provides a graphic depiction of the stages of the strategic-planning process.



## Strategic Context

The strategic context for this plan was derived from examining both the internal and external landscape in which ACASI does its work.

In order to understand the strategic landscape, ACASI conducted extensive research among youths living in slum communities regarding issues affecting them and the needs and aspirations, emerging trends, and organizational strengths and vulnerabilities. The thinking that went into this strategic plan was significantly shaped by what we learned through this research.

In listening to a broad range of input from stakeholders and slum-dwelling youths, what are the factors that contribute to people having opportunities for a high quality of life in our community?

ACASI's Listening Campaign shed light on community strengths, challenges, and aspirations. ACASI surveyed nearly 900 community members including youths of recipients of nonprofit services, business leaders, policy makers, neighborhood residents, and philanthropists. Our questions were informed by the Organization's vision – *A community where all residents in our Target Areas have the opportunity for a high quality of life*. When asked about the components that contribute to a high quality of life, community members responded with a wide range of answers. Three of the strongest areas of concern were *basic human needs, economic development, and education*, but these and several other components are intertwined. For example, education is often described as a pathway out of poverty, but without a job at the other end, meeting basic needs will still be a problem.

The Listening Campaign surfaced a number of shared aspirations regarding how the “opportunities for a high quality of life” in slum communities might become visible in the future. Among these shared aspirations were:

- An educational system that produces high achievement regardless of income, political affiliations, or gender.
- Human services that meet basic needs so that all youths living in slum areas can experience the community's richness.
- A diverse economy of large and small businesses that provide abundant employment opportunities.
- A quality healthcare system that is vibrant, accessible, and affordable for all.

Finally, the Listening Campaign inquired about the roles that nonprofit organizations should play in addressing challenges faced by these slum communities and in providing opportunities for a high quality of life to vulnerable youths:

- Fill gaps in basic needs and human services that government is unable to fill.

- Identify community issues and work to address those issues.
- Advocate for community needs and particular population segments.
- Act as conveners of different community groups and partners to encourage collaboration.
- Take risks to support innovative solutions to youths and community problems.

## External Trends

What issues and trends, external to ACASI, shaped our thinking about the future?

ACASI operates in a complex and dynamic environment in which current and emerging trends present potential opportunities as well as challenges to our ability to carry out our mission. The task force generated extensive research culled from national and regional studies, journals, and conversations with policy makers and other experts.

One of the most notable themes that emerged from the research is related to *disparities and divisions*. Disparities in health, education, justice system, and income based on socioeconomic status, and political affiliation are generally on the rise among youths, mainly slum-dwelling youths. At the same time, there is increased political, racial, and economic polarization combined with diminished civility in public discourse. The task force identified this as both a challenge as well as an opportunity for the Organization to work across traditional dividing lines, devising comprehensive strategies that promote opportunity for all of underprivileged youths.

A second important theme is related to the *emerging generation of donors and community leaders* who have a different worldview than the current generation. The emerging generation often places a higher value on direct involvement, innovation, and impact. Overall, this generation is less trusting of traditional institutions and more open to nontraditional models of social change, including social investment and entrepreneurship. In addition, for this younger generation, technology touches every aspect of social, economic, and philanthropic life. Because, as a community-focused organization, ACASI strongly relies on its relationships with its donors, and partners to make change in slum communities, the task force recognized that the way it engages the next generation of community leaders and donors will need to take these preferences into account.

A third theme is related to *competition*. Increasingly, the financial services sector and social-investing organizations compete with community organizations for donor investments. In addition, there is a constant stream of new technology platforms that connect donors directly, instantaneously, and visually with organizations and causes. ACASI believes that all forms of

philanthropic investments are commendable and valuable, while at the same time we strive to remain relevant and helpful to the donors and communities we serve.

Finally, throughout the research the task force encountered *wildcard factors* – important drivers of change that are potentially high-impact but impossible to predict. These include the state of the economy; natural disasters; climate change; election outcomes; and technological breakthroughs. It was acknowledged that the successful community organization of the future will need to be alert and nimble to thrive in a world where uncertainty and complexity are the norm.

### **Organizational Strengths and Vulnerabilities**

What are the key strengths and vulnerabilities within ACASI that influence our ability to achieve our strategic mission and vision?

As the Strategic-Planning Task Force researched the Organization’s internal landscape, several noteworthy strengths and vulnerabilities were identified. Among the Organization’s greatest strengths are its talented and committed staff, a promising community reputation, and strong executive leadership, a committed corps of volunteers and trustees, and extensive relationships in every sector of the community. Notable among its much strength is a robust and intentionally cultivated organizational culture that emphasizes caring, inclusivity, accountability, and excellence.

Like any organization, ACASI has vulnerabilities – issues that could become barriers to achieving its strategic objectives. When staff and trustees were polled, the primary vulnerabilities identified included inadequate staff capacity relative to the workload; the inevitability of senior management succession; concerns about the effectiveness of administrative processes and information systems; a very small army of donors and partners, resources, and tension between the desire to care for what motivates us as an Organization broadly and having a deeper impact on issues.

### **CORE IDEOLOGY: MISSION, VISION, AND VALUES**

What are the enduring commitments that enable ACASI to act with clarity of purpose and integrity?

The strategic planning process reaffirmed the mission, vision, and values developed and approved by the Organization in 2016. ACASI’s *Core Ideology consists* of our mission, vision, and core values.

Our mission describes why we exist. Our vision describes our aspiration for what the youths living in slum communities will become when we succeed in carrying out our mission.

Our core values articulate the enduring principles that guide our decisions and actions at every level of the organization.

**Our Mission** (*Why do we exist?*)

We inspire underprivileged youths and mobilize resources to strengthen their living conditions and effectuate change in their respective communities.

**Our Vision** (*What is the future we seek to bring about?*)

We envision a community where all youths living in slum communities have the opportunity for a high quality of life, including but not limited to:

- Education
- Employment
- Food, clothing, and shelter
- Health
- Rich cultural offerings
- Safety
- The ability to give of themselves and connect with their communities

**Our Values** (*What core ideals guide our decisions and actions?*)

**Leadership:** We listen to and learn from our community. We address the root causes of youths living in slum communities and issues that affect such communities and mobilize resources for the common good.

**Equity:** We strive for equity and we focus primarily, but not exclusively, on people who are vulnerable.

**Inclusiveness:** We practice and champion inclusiveness in our community. We honor diverse strengths, needs, voices, and backgrounds of all members of our community.

**Accountability:** We serve as stewards for our community investments and honor the charitable intentions of our donors to meet current and future community needs. We hold ourselves to the highest standards of ethics, integrity, service, and fiduciary responsibility.

This strategic plan is constructed to advance, uphold, and strengthen our mission, vision, and core values. It translates our enduring ideals into tangible outcomes and pragmatic strategies.

## **OBJECTIVES AND KEY STRATEGIES**

To the extent that a strategic plan is a “road map,” our objectives describe the desired “destination” – where we want to be in 2022. Our strategic objectives translate our long- range vision into a more focused, actionable set of outcomes. As shown in the Strategy Map on the following page, our long-range aspirations are organized into three broad themes:

- **Community Impact Objectives:** What is the impact we intend to have in and on our community?
- **Partner Objectives:** What do we aspire to achieve regarding our most direct stakeholders?

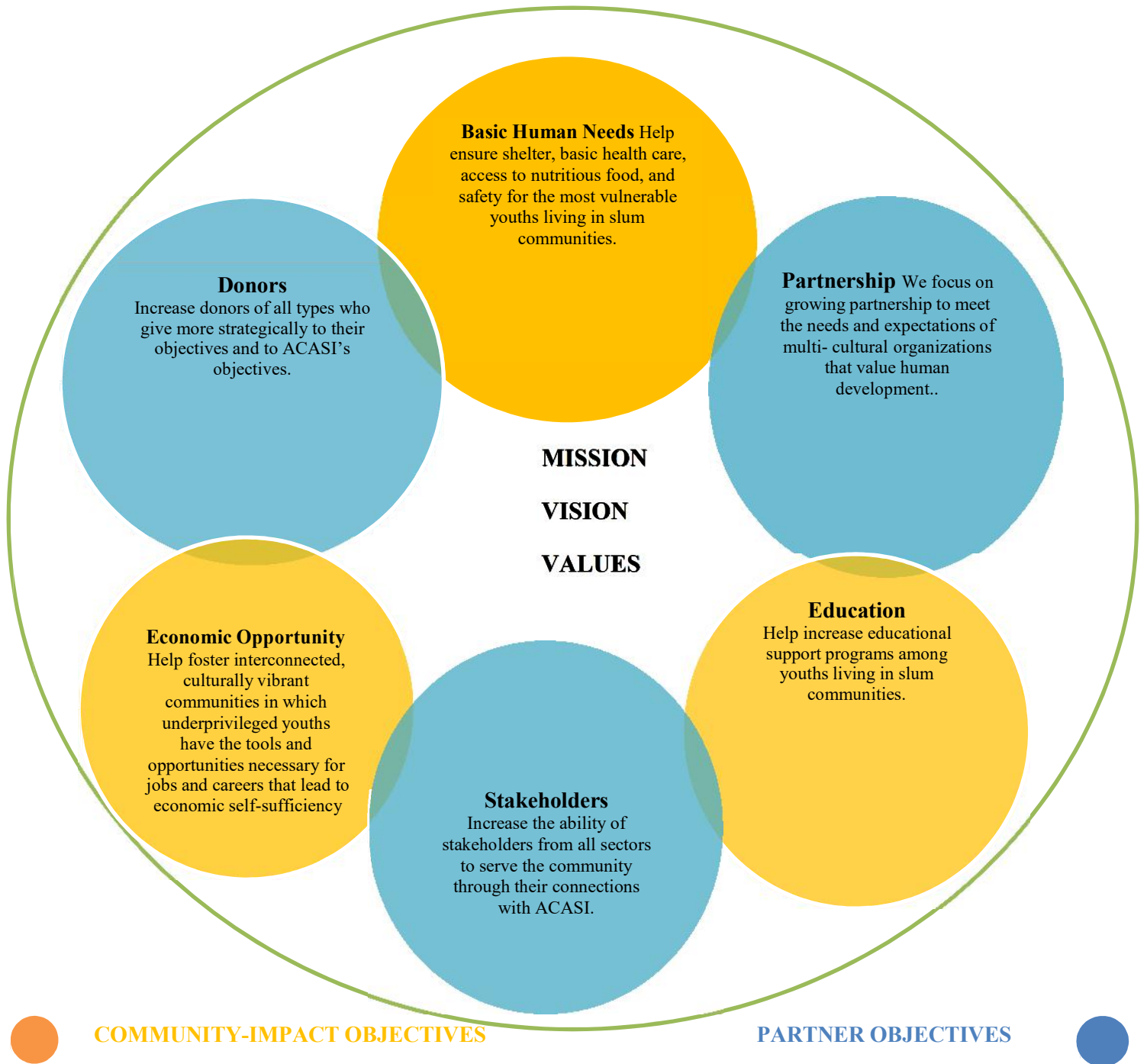
In addition to the strategic objectives, this section presents five internally-oriented objectives known as internal building blocks.

- **Internal Building Blocks:** What are the organizational capabilities we must build in order to achieve our community-impact and partner objectives? What financial outcomes must we achieve in order to ensure that the foregoing objectives are accomplished?

The Strategy Map is followed by a description of each objective and internal building block, an explanation of its strategic importance, and a summary of key strategies that will be employed to achieve the outcome.



STRATEGY MAP



INTERNAL BUILDING BLOCKS

<p><b>Organization Leadership</b></p> <p>Increase the leadership roles that staff, board, volunteers, partners, and donors play on key issues, especially those identified as our community-impact objectives</p>	<p><b>Structure, Process, and Resource Alignment</b></p> <p>Align and integrate staff and committee structures, resources, and administrative processes in order to achieve the community-impact objectives.</p>	<p><b>Learning Community</b></p> <p>Foster a learning Community in which Organization staff, trustees, volunteers, and partners share insights across disciplines and sectors, and use that learning to assess impact and develop future strategies.</p>	<p><b>Range of Revenue Streams</b> Increase and diversify the range of revenue streams to maximize our effectiveness in connection with the Organization's community-impact objectives</p>	<p><b>Sustainable Operating Model</b></p> <p>Ensure that the Organization's operating model is sustainable as circumstances change.</p>
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What impact do we seek to have in and on our community if we are living out our vision and mission fully?



ACASI has translated its vision – *a community in which all underprivileged youths have the opportunity for a high quality of life* – into three community-impact objectives. These objectives describe the positive change we seek to advance in the slum communities youths with fewer or no opportunity reside over the coming three years. These indicators in focus are based on the needs that youths clearly expressed through the Listening Campaign and our research-based determination of how the Organization can best address those needs.

The following criteria were taken into account as we developed the three community-impact objectives for ACASI. Each objective must:

- Embrace and advance ACASI’s mission, vision, and core values.
- Address needs identified by the community as a “high priority.”
- Maximize impact throughout our target areas.
- Take on issues that are broadly resonant with our partners including donors, community leaders, and staff.
- Provide a realistic opportunity to make meaningful progress on the issue over a three-year time horizon.
- Focus on the most disadvantaged and vulnerable youths in slum communities.
- Address systemic issues and root causes whether based on local, regional, or national trends.
- Be achievable within the constraints of ACASI’s resources.
- Align well with the Organization’s current strengths, staff expertise, donor interests, and relationships.

Based on these criteria, we developed three community-impact objectives:

- **Basic Human Needs:** Help ensure shelter, basic medical care, access to nutritious food, and safety for the most vulnerable youths living in slum communities.
- **Economic Opportunity:** Help foster interconnected, culturally vibrant communities in which underprivileged youths have the tools and opportunities necessary for jobs and careers that lead to economic self-sufficiency.
- **Education:** Help increase educational support programs among youths living in slum communities.



These objectives are inextricably linked to the conclusions we drew from the Listening Campaign and will serve as the lens through which we view our work over the coming years. In addition, these objectives reflect ACASI's core values of equity and inclusiveness, and our enduring commitment to focus primarily on youths who are most vulnerable. By "most vulnerable" we mean youths living in slum communities who are most susceptible to not having their basic needs met without formal or informal assistance, and least likely to have the ability, access, or power to pursue a high quality of life. Youths who are most vulnerable tend to be part of communities where disparities in economic stability and educational outcomes are greatest, most often slum communities or low-income communities.

The choice to pursue three community-impact objectives – basic human needs, economic opportunity, and education – has several implications. First, as the plan is implemented, the Organization, in collaboration with experts, our donors and partners, and the community, will identify the niches and leverage points within each of these three objectives where we will be able to make the biggest difference. We are clear that the Organization is going to make this difference by connecting and working with partners, and inviting interested donors to join us in this work.

Second, the focus of and guidelines for our community initiatives will be realigned around these three community-impact objectives after 2020. How specifically will the focus on three community-impact objectives change our work at ACASI to the core? We cannot say at this point. What we do know is that the change will not be radical or abrupt and that we will continue providing general operating support.

Third, we envision that the Organization's core programs will evolve, thrive, and be highly influential in the context of the strategic priorities. The work of Strengthening Neighborhoods and the Inclusiveness Project will be incorporated within all community- impact objectives. The philosophies, strategies, activities, and expertise embedded in these two programs will play a significant role in shaping the Organization's approach to achieving all of our community-impact and partner objectives.

Fourth, ACASI will continue to engage the youths through its many different programs (Vocational skills trainings: metal fabrication, carpentry, tailoring, saloon, ICT), Technical Assistance, Strengthening Neighborhoods, etc.), collaborate closely with community leaders to influence issues that matter. However, these activities will become much more deeply integrated between 2020 and 2021, in service to achieving our three strategic community-impact objectives.

Fifth, this plan will provide the basis for us to connect fund-holders with community needs in both their areas of interest and ACASI's three community-impact objectives. We remain committed to preserving the freedom of ACASI partners and donors to support their own philanthropic passions.

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Finally, the plan will guide ACASI to devote more of its non-financial resources (staff, board, other volunteers, relationships, reputation, advocacy, creative partnership, and other resources) to play leadership roles in the impact areas of basic human needs, economic opportunity, and education.

As we implement this strategic plan, ACASI looks forward to continuing our connection with local groups, international partners, donors, and leaders who can help us craft the tactics and activities that will best achieve our community-impact objectives.

### **Objective One: Basic Human Needs**

Help ensure shelter, basic medical care, access to nutritious food, and safety for the most vulnerable youths living in slum communities.

### **Rationale**

- Meeting basic human needs is a fundamental prerequisite for building a high quality of life.
- Over the past 20 years, youths have faced and still continue to experience the lack of basic social services and welfare. Acknowledging this trend, Listening Campaign respondents stated that one of the roles nonprofit organizations should play is to fill gaps in basic needs and human services that government is unable to fill. (Given the enormity of these complex issues, community organizations have important roles to play.)
- Listening Campaign respondents consistently identified key indicators that certain basic needs are not being met for many slum-dwelling youths. These include childhood hunger, poverty-stricken neighborhoods, relatively high rate of homelessness, and lack of affordable housing options.
- This objective leverages ACASI's expertise, current activities, the interests of its donors and partners, and network of relationships in areas such as hunger and homelessness.

### **Key Strategies**

#### Overall Strategies

- Work at both systemic and frontline levels to address basic human needs of the most vulnerable youths in slum communities.
- Engage in ongoing learning and research related to the basic needs of those most vulnerable.
- Embed inclusive practices in our work related to basic human needs.
- Leverage and align interests of current and future donors with the needs identified.

#### Issue-specific Strategies

- Increase access to benefits for nutritious food.
- Ensure a strong emergency delivery system for nutritious food.
- Increase the availability of emergency shelter.

- Provide basic medical care and preventive services to the most vulnerable youths and their families, including basic health care services.
- Provide assistance to those who suffer from or are at risk of violence, abuse, or neglect.

### **Objective Two: Economic Opportunity**

Help foster interconnected, culturally vibrant communities in which underprivileged youths have the tools and opportunities necessary for jobs and Careers that lead to economic self-sufficiency

### **Rationale**

- Listening Campaign respondents identified economic opportunity and employment as important factors to improving access to quality of life. Almost half (45 percent of survey respondents) indicated that the job market is one of the objectives in which there is most room for improvement in slum communities.
- Youths identified several challenges related to economic opportunity and employment in slum communities, including disparities in economic opportunity based on socioeconomic status, disabilities, ethnicity, growing gaps between rich and poor, relatively high unemployment rates.
- Poverty is dramatically shifting to slum communities where there is less access to jobs and affordable services that impact employment (e.g., education, transportation and childcare).
- This objective has the potential to build on ACASI's work with Strengthening Communities, the Inclusiveness Project, and donor- directed scholarship programs, while also playing to our strengths as conveners.

### **Key Strategies**

- Focus our resources on slum communities in which the most vulnerable youth populations live.
- Ensure that youths from the most vulnerable populations play a central role in determining how ACASI deploys its resources in their communities.
- Strengthen and advance our work in key areas, such as job training, micro-business development, entrepreneurship and innovation, and information communication technology (ICT).
- Support use of the arts to create more economic opportunities.
- Focus on connecting youths not only with initial jobs but with career paths, career development, and entrepreneurial opportunities.
- Support ways to increase access to jobs and essential services that support one's ability to achieve self-sufficiency.

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- Connect ACASI scholarship programs and interested current and future donors with this work.

### **Objective Three: Education**

Help increase educational support programs among youths living in slum communities.

#### **Rationale**

- Listening Campaign respondents most commonly identified education as an important component for providing a high quality of life. They related education to other outcomes such as income, economic growth, and community development.
- Nearly half of the Listening Campaign survey respondents (44 percent) identified the country's education system as a key barrier to having a high quality of life. Specific challenges included disparities in access to high-quality education, drop-out rates based on income, inability to retain good teachers, low National Budget for education, and lack of emphasis on early childhood education.
- There is compelling research demonstrating that arts education is essential to student achievement.
- Research points to significant disparities in educational achievement based on socioeconomic status, and disabilities.
- Our community's success or failure in educating the next generation has direct implications for economic vitality, health, crime rates, and other factors determining quality of life in slum communities where most underprivileged youths reside.

#### **Key Strategies**

- Define the roles ACASI can play in impacting youth education, particularly in communities where significant disparities exist.
- Support and raise awareness about promising programs and research that advance this objective.
- Support schools and programs that improve student achievement.
- Strengthen and encourage arts education programs that improve student achievement.
- Bring together youths with a stake in education in ways that include previously marginalized voices, facilitate the search for common-ground solutions, and activate collaborative efforts that advance this objective.

## Partner Objectives

What do we seek to achieve with our most direct partners in order to realize our vision and community impact?

ACASI considers donors and partners, nonprofit organizations, and community leaders to be the three broad categories of partners on whom successful realization of our strategic vision relies. Our strategic objectives related to each of these groups are:



## Objective Four: Donor

Increase donors of all types who give more strategically to their own objectives and to ACASI's objectives.

### Rationale

- Research shows that a more inclusive donor base strengthens nonprofit organizations and helps to reduce racial and economic disparities.
- Research suggests that donors increasingly desire more control over their giving and expect more specific outcomes and impacts.
- As a nonprofit organization, what sets ACASI apart from other institutions is our growing and vibrant cadre of donors and partners. These individuals, businesses, organizations, and families seek to pursue their own charitable interests and to invest in the community in partnership with the Organization.
- We value increasing donor knowledge, engagement, and empowerment to make a difference in issues they care about.
- We believe that increased donor engagement will attract more resources to support ACASI's vision and community-impact objectives.

### Key Strategies

- Substantially increase the number of people who establish funds at ACASI.

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- Substantially increase contributions from donors to their funds at ACASI.
  - Substantially increase contributions from ACASI fund-holders and new donors to programs that further ACASI's three community-impact objectives.
  - Grow ACASI's community endowment with support from current, new and future donors.

### **Objective Five: Partnership**

We focus on growing partnership to meet the diverse needs and expectations of multi-cultural organizations that value human development.

#### **Rationale**

- Partnerships are a primary tool in achieving the desired objectives of the Organization and we hold it as one of the core tools necessary for the success of the Organization's overall strategic objectives.
- Our reputation, expertise, and established relationships position ACASI to advance and achieve this objective.
- Aligning our organizational partnerships around the community-impact objectives will be essential to addressing priority issues identified in our Listening Campaigns.

#### **Key Strategies**

- Partner with local organizations (CSOs, CBOs, LNGO) and international organizations to achieve the three community-impact objectives.
- Establish and maintain effective, flexible relationships with partner organizations so that we can work together to achieve our goals, as community needs change and evolve over time.
- Help local nonprofit organizations become more inclusive in order to improve their effectiveness.
- Offer clear points of entry that allow partner organizations access to the knowledge, talents, and resources of the Organization.
- Build meaningful connections among slum communities' organizations, partners, and donors.
- Pursue high-impact, long-term investment opportunities that align with community-impact objectives by establishing processes and resources that are flexible and adaptive.

### **Objective Six: Stakeholders**

Increase the ability of stakeholders from all sectors to serve the community through their connections with ACASI.

## **Rationale**

- We are a youth-centered organization working with slum community youths, leaders, just as working with donors and partners, is a reflection of our design.
- In order to achieve our strategic objectives, it will be essential to strengthen the capacity and enlist the partnership of current and emerging youth leaders throughout focus areas.
- The task force's research suggests increasing polarization along a wide variety of dimensions, including political beliefs, and organizational interest. The Organization is uniquely positioned to convene, connect, learn from, and educate, the sometimes-disparate leaders from throughout the community. Indeed, the Listening Campaign results demonstrate a community request for the Organization to do so.
- The Organization has had increasing success in supporting community youth leaders, including Emerging Leaders in Development Program, Strengthening Neighborhoods Leadership Development Program, Technical Assistance Program, Internship Program, and the Inclusiveness Project. We can build on successes by escalating these activities into a more strategic objective.

## **Key Strategies**

- Identify, develop, and support emerging community youth leaders.
- Engage established youth leaders in addressing youths-centered issues.
- Connect emerging and established young leaders to reflect and act on key issues, primarily in alignment with the community-impact objectives.
- Incorporate the perspectives of community leaders in the work of the Organization.

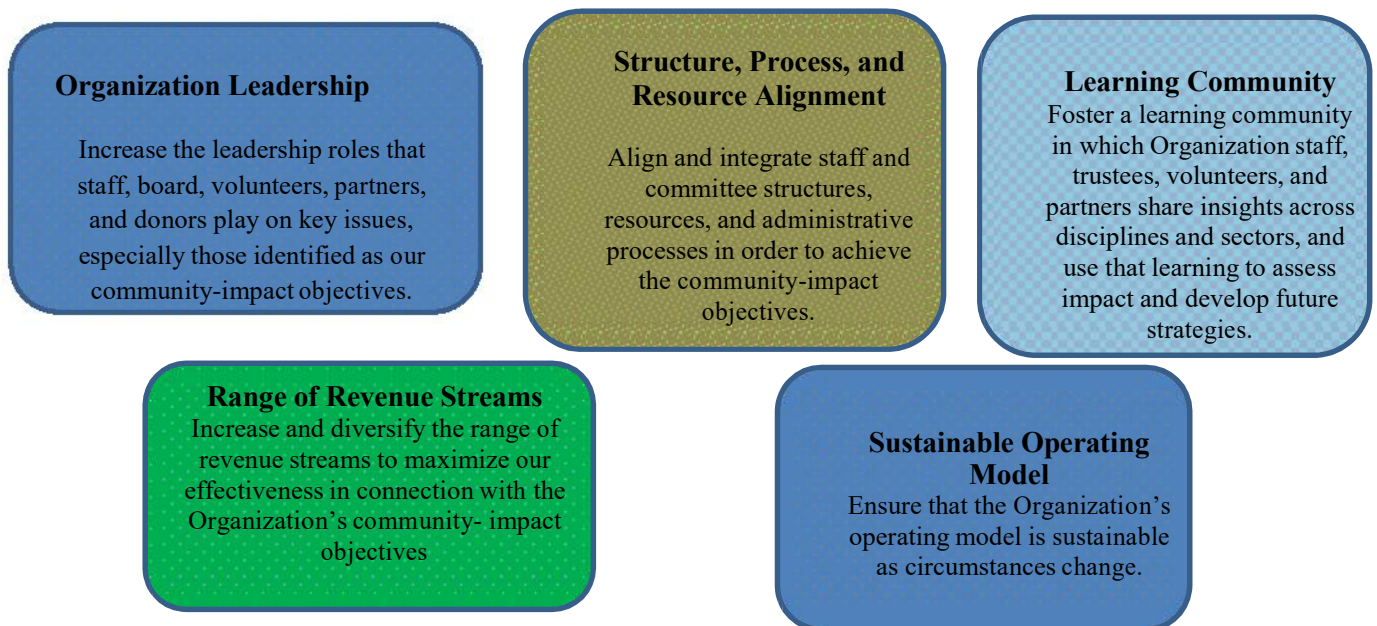
## **Internal Building Blocks**

What are the organizational capabilities we must build in order to achieve our community-impact and partner objectives? What financial outcomes must we achieve in order to ensure that our strategic objectives are accomplished?



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In order to achieve the strategic objectives described in the previous section, ACASI must build upon its current internal strengths and capabilities. The internal building blocks are the essential organizational capacities that the organization will develop over the coming three-year. They are intended to address issues related to organizational infrastructure, resources, and culture.



### **Organization Leadership**

Increase the leadership roles that staff, board, volunteers, partners, and donors play on key issues, especially those identified as our community-impact objectives.

### **Rationale**

- We recognize that financial resources alone do not solve social problems and that achieving our community-impact objectives and partner objectives will require a multi-faceted approach that leverages all of the resources, talents, and relationships of the Organization.
- To address systemic issues, such as education and economic opportunity, we will need to engage in leadership strategies that go beyond our traditional strategy. These might include alternative forms of supports, convening, program-related investments, technical assistance, program development, advocacy, and research.



## Key Strategies

- Build, nurture, and leverage strategic relationships with leaders in the public, private, and nonprofit sectors, and in the community.
- Develop a deep understanding of issues, policies, and community trends that affect the community-impact objectives and use this knowledge to shape appropriate strategies and actions.
- Become more effective leaders by studying leadership models, extracting and employing those that work best for ACASI, and adjusting and stepping beyond the models when innovation is required.
- Enhance the Organization's strength in leadership by coordinating the efforts and leadership roles of staff, trustees, volunteers, donors, and community members.
- Maximize the role of donor leadership, knowledge, and skills in partnership with the Organization.

## Structure, Process, and Resource Alignment

Align and integrate staff and committee structures, resources, and administrative processes in order to achieve the community-impact objectives.

## Rationale

- Greater focus on three community-impact objectives offers the Organization the opportunity to align its financial resources, people, core business processes, and infrastructure in ways that ensure greater effectiveness and accountability.
- Alignment and simplification of the volunteer structure is intended to provide more meaningful ways for donors and others to become involved in the Organization and engage in the issues that matter most to them.

## Key Strategies

- Foster internal systems within the Organization that promote collaboration, agility, and efficiency within and among departments.
- Develop and implement a technology strategy to achieve the objectives of the strategic plan.
- Ensure that the staff of the Organization has the capacity, knowledge, skills, and tools to achieve the objectives of the strategic plan.
- Integrate the work of staff, trustees, committee members, and volunteers through governance structures that achieve the objectives of the strategic plan.

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## **Learning Community**

Foster a learning community in which Organization staff, trustees, volunteers, and partners share insights across disciplines and sectors, and use that learning to assess impact and develop future strategies.

### **Rationale**

- ACASI believes that meeting the community objectives will require dynamic learning in collaboration with partners. Deeper impact will require building a culture that supports mutual reflection, sharing of insights, and collective action.
- ACASI can add unique value by becoming a regional hub for emerging youth leaders to share best practices and strategies across organizations and projects.
- Research strongly suggests that new technology and increased access to information does not guarantee that new insights and higher impact will follow. Successful twenty-first-century organizations will only be successful if their culture and systems enable them to interpret new knowledge and adapt quickly as new trends emerge.
- Our ability to meet the unique needs and preferences of donors and to engage them at a new level requires that we become more sophisticated in understanding what matters to them.

### **Key Strategies**

- Engage in shared learning and decision making to advance community-impact objectives.
- Increase the Organization's qualitative and quantitative research and learning-centered evaluation capability.
- Develop and sustain a system for assessing the impact of the Organization's strategies and activities.
- Create and maintain feedback loops that allow us to listen to the community, work with partners to interpret what we hear, and take action on the resulting insights.

### **Range of Revenue Streams**

Increase and diversify the range of revenue streams to maximize our effectiveness in connection with the Organization's community-impact objectives

### **Rationale**

- In order to achieve the objectives and carry out the specific strategies described in this plan, ACASI will seek to increase the available resources.
- While some of ACASI's generous givers give to the Organization's programs or make provisions for supporting the Organization, we contribute personal resources in executions of our programs, and this stream of funding could be expanded further.
- ACASI explores other potential avenues worth exploring to broaden the sources of revenue that support the work of ACASI.
- In today's rapidly changing world, we should experiment with a wide variety of revenue ideas to determine which have potential to increase funding for the future.

### **Key Strategies**

- Diversify revenue streams beyond fee income (this might include partnerships with local funders, corporate support, grants from national funders, international and organizations).
- As we develop closer relationships with donors, maximize opportunities for working together to leverage and steward resources to address community- impact objectives.

### **Sustainable Operating Model**

Ensure that the Organization's operating model is sustainable as circumstances change.

### **Rationale**

- Our current operating model is predicated on the continued viability and growth of donor-advised funds.
- Presently, ACASI's operating capital is substantially dependent on a source of income from local support to the Organization.
- Ingenuity from outside the community-organization sector may supersede this philanthropic model. In order to ensure ACASI's long-term success, we must continually assess our basic assumptions, vigilantly monitor leading-edge ideas, and proactively reshape our operating model to anticipate changes rather than react to them.

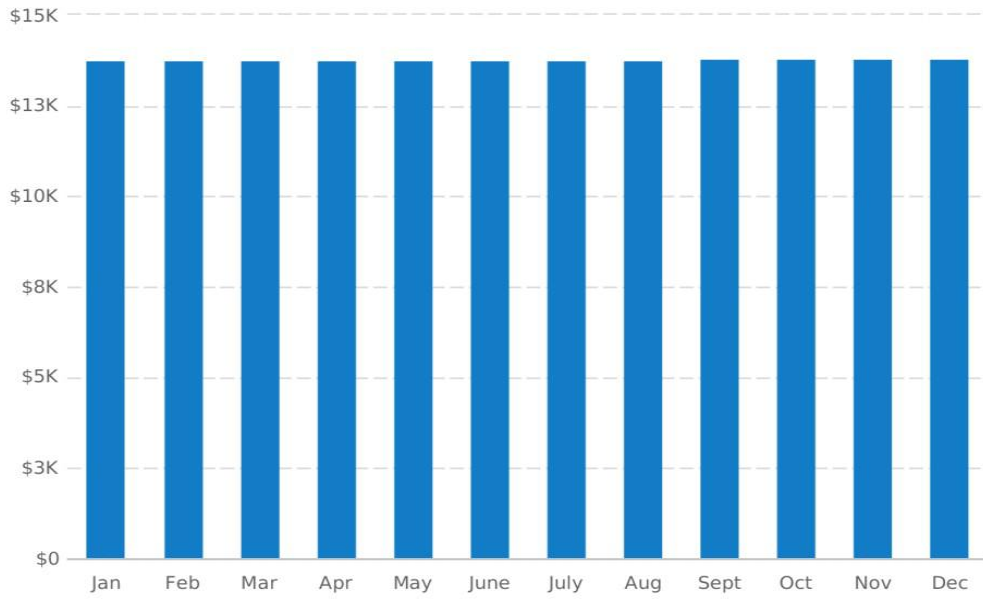
### **Key Strategies**

- Monitor the following areas and identify how they will affect the Organization's operating model:
  - Current and future giving trends and demographic changes.
- Ensure that the knowledge of trustees, donors, committee members, and volunteers is fully employed to contribute to the sustainability of the operating model.
- Engage in deep analysis and projection of our current operating model, modifying as needed.
- Foster a culture – both internally and with our partners – that embraces listening, creativity and experimentation, that promotes sharing across areas of focus, and that acts on innovative ideas in order to achieve the strategic objectives.

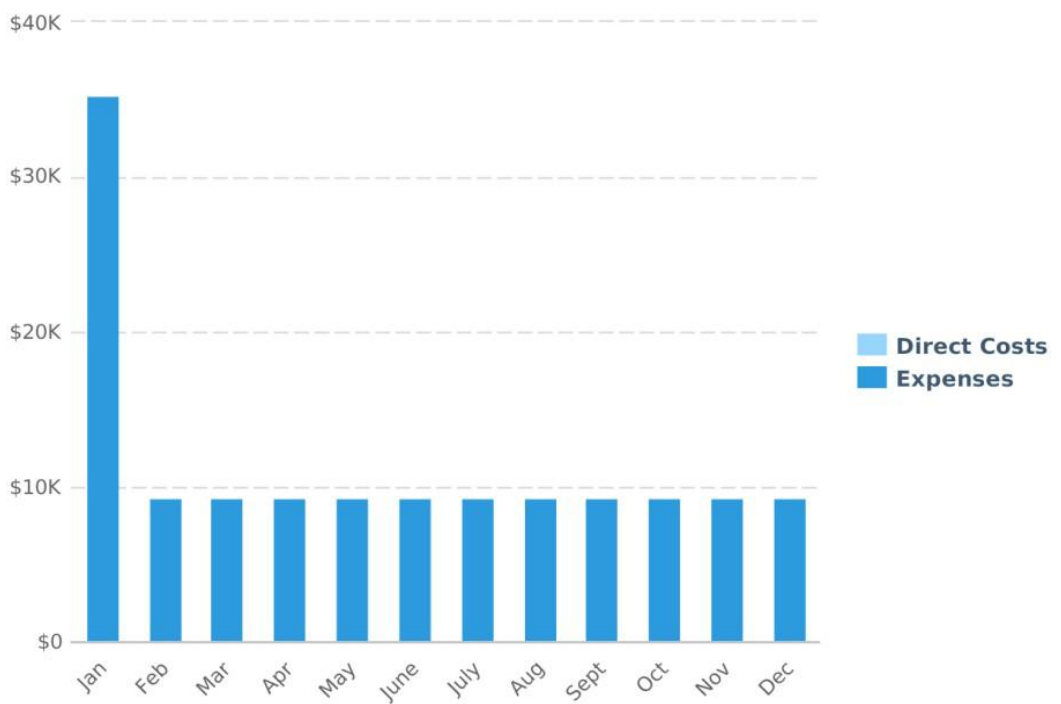


# **FINANCIAL FORECAST**

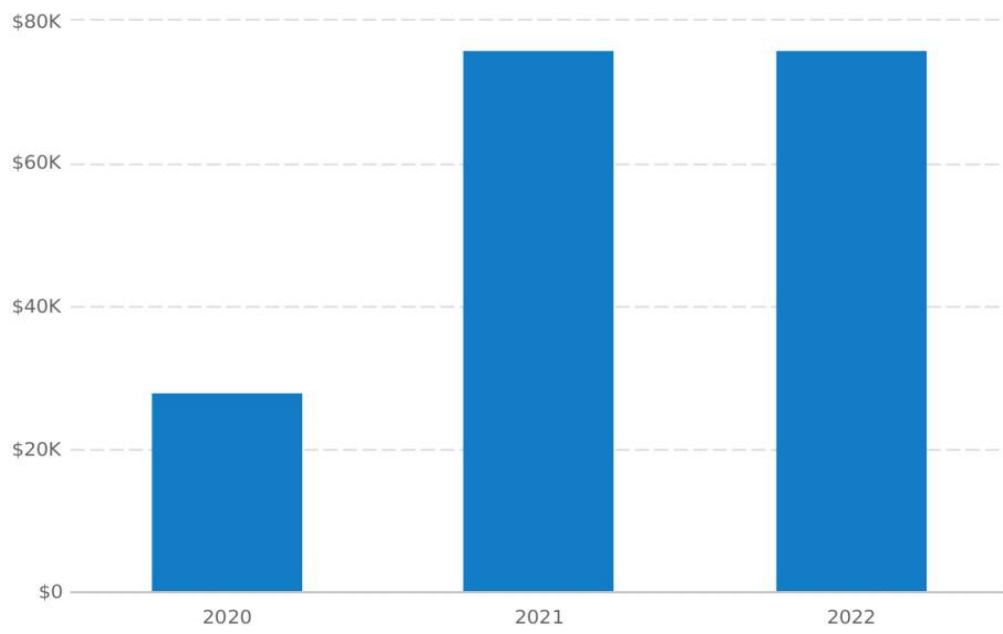
## Revenue by Month



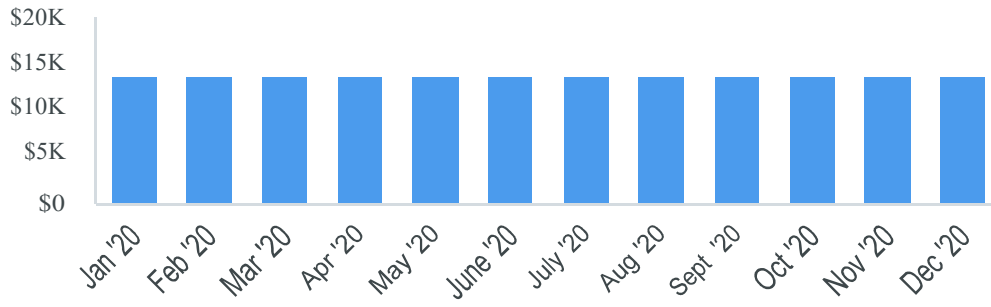
## Expenses by Month



## Net Profit (or Loss) by Year

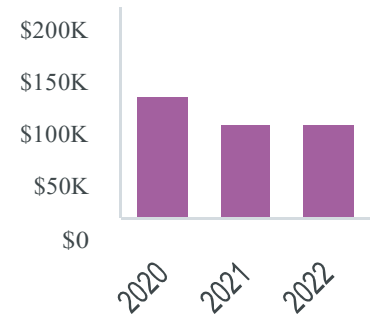
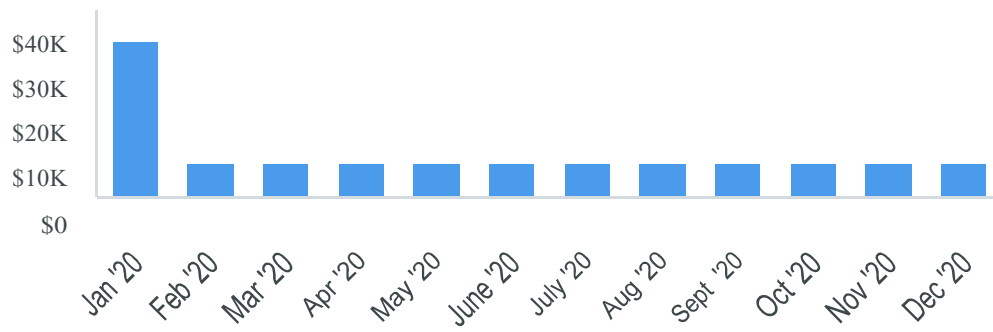


# Revenue



Revenue	2020	2021	2022
Donor One	\$12,000	\$12,000	\$12,000
Donor Two	\$10,000	\$10,000	\$10,000
Donor Three	\$10,000	\$10,000	\$10,000
Donor Four	\$10,000	\$10,000	\$10,000
Donor Five	\$10,000	\$10,000	\$10,000
Donor Six	\$10,000	\$10,000	\$10,000
Donor Seven	\$11,600	\$11,600	\$11,600
Donor Eight	\$11,600	\$11,600	\$11,600
Donor Nine	\$11,600	\$11,600	\$11,600
Donor Ten	\$11,600	\$11,600	\$11,600
Fundraising	\$25,000	\$25,000	\$25,000
Grants	\$30,000	\$30,000	\$30,000
Other Income	\$2,000	\$2,000	\$2,000
<b>Totals</b>	<b>\$165,400</b>	<b>\$165,400</b>	<b>\$165,400</b>

# Expenses



Expenses	2020	2021	2022
Legal Rent	\$2,500	\$2,500	\$2,500
Stationery	\$15,000	\$15,000	\$15,000
Office Equipment and Furniture	\$66,000	\$66,000	\$66,000
Brochures	\$25,950		
Web Development & Maintenance	\$2,000	\$2,000	\$2,000
Insurance	\$1,500	\$1,500	\$1,500
<b>Totals</b>	\$2,500	\$2,500	\$2,500
	<b>\$115,450</b>	<b>\$89,500</b>	<b>\$89,500</b>

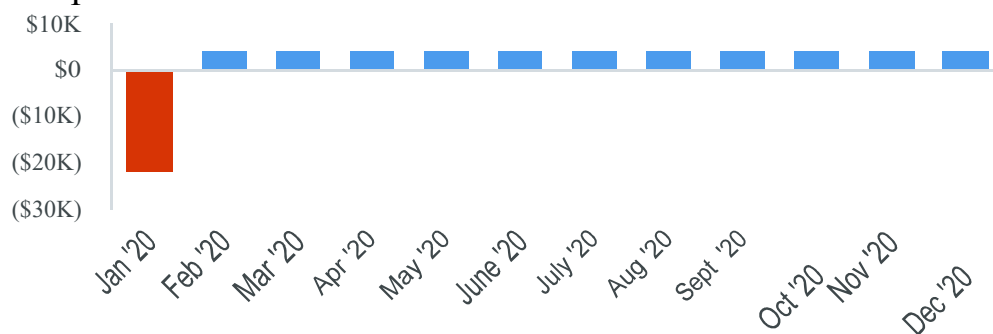


# Assets

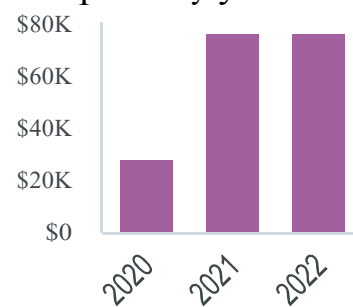
Excluding cash, accounts receivable, etc.

Assets	2020	2021	2022
Long-term assets	\$0	\$0	\$0

Net profit in 2020



Net profit by year



Projected Profit & Loss	2020	2021	2022
<b>Revenue</b>	<b>\$165,400</b>	<b>\$165,400</b>	<b>\$165,400</b>
Donor One	\$12,000	\$12,000	\$12,000
Donor Two	\$10,000	\$10,000	\$10,000
Donor Three	\$10,000	\$10,000	\$10,000
Donor Four	\$10,000	\$10,000	\$10,000
Donor Five	\$10,000	\$10,000	\$10,000
Donor Six	\$10,000	\$10,000	\$10,000
Donor Seven	\$11,600	\$11,600	\$11,600
Donor Eight	\$11,600	\$11,600	\$11,600
Donor Nine	\$11,600	\$11,600	\$11,600
Donor Ten	\$11,600	\$11,600	\$11,600
Fundraising	\$25,000	\$25,000	\$25,000
Grants	\$30,000	\$30,000	\$30,000
Other Income	\$2,000	\$2,000	\$2,000
Gross Margin	\$165,400	\$165,400	\$165,400
Gross Margin %	100%	100%	100%
<b>Operating Expenses</b>	<b>\$115,450</b>	<b>\$89,500</b>	<b>\$89,500</b>
Legal Rent	\$2,500	\$2,500	\$2,500
Stationery	\$15,000	\$15,000	\$15,000
Office Equipment and Furniture	\$66,000	\$66,000	\$66,000
Brochures	\$25,950		
Web Development & Maintenance	\$2,000	\$2,000	\$2,000
Insurance	\$1,500	\$1,500	\$1,500
	\$2,500	\$2,500	\$2,500
<b>Operating Income</b>	<b>\$49,950</b>	<b>\$75,900</b>	<b>\$75,900</b>
Income Taxes			
	\$0	\$0	\$0
Depreciation and Amortization	\$22,050		

# Projected Profit & Loss (2 of 2)

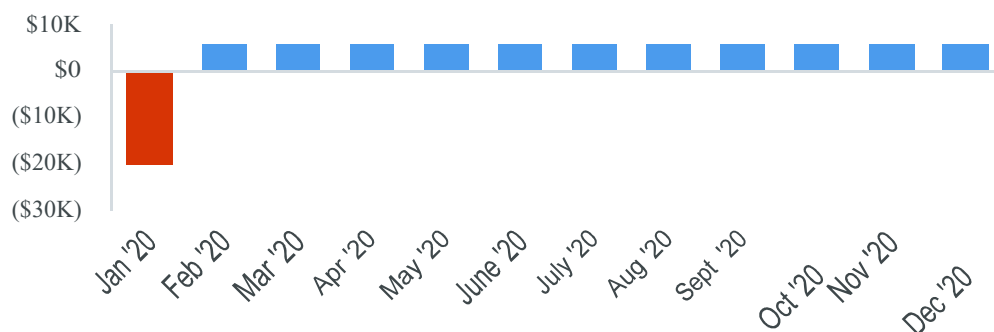
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<b>Projected Profit &amp; Loss</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Total Expenses	\$137,500	\$89,500	\$89,500
Net Profit	\$27,900	\$75,900	\$75,900
<b>Net Profit %</b>	<b>17%</b>	<b>46%</b>	<b>46%</b>

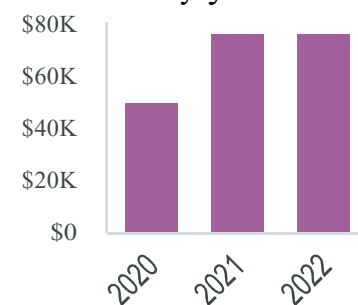
<b>Projected Balance Sheet</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Assets</b>	<b>\$52,450</b>	<b>\$128,350</b>	<b>\$204,250</b>
<b>Current Assets</b>	<b>\$52,450</b>	<b>\$128,350</b>	<b>\$204,250</b>
Cash	\$52,450	\$128,350	\$204,250
Accounts Receivable	\$0	\$0	\$0
Inventory	\$0	\$0	\$0
<b>Long-Term Assets</b> Long-	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Term Assets Accumulated	\$25,000	\$25,000	\$25,000
Depreciation	(\$25,000)	(\$25,000)	(\$25,000)
<b>Liabilities &amp; Equity</b>	<b>\$52,450</b>	<b>\$128,350</b>	<b>\$204,250</b>
<b>Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Current Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Accounts Payable	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0
<b>Equity</b>	<b>\$52,450</b>	<b>\$128,350</b>	<b>\$204,250</b>
Paid-In Capital	\$15,000	\$15,000	\$15,000
Retained Earnings	\$9,550	\$37,450	\$113,350
Earnings	\$27,900	\$75,900	\$75,900

# Projected Cash Flow

Cash flow in 2020



Cash flow by year



Projected Cash Flow	2020	2021	2022
<b>Net Cash from Operations</b>	<b>\$49,950</b>	<b>\$75,900</b>	<b>\$75,900</b>
Net Profit	\$27,900	\$75,900	\$75,900
Depreciation and Amortization	\$22,050		
Change in Accounts Receivable	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0
Change in Sales Tax Payable	\$0	\$0	\$0
Cash at Beginning of Period	\$2,500	\$52,450	\$128,350
Net Change in Cash	\$49,950	\$75,900	\$75,900
<b>Cash at End of Period</b>	<b>\$52,450</b>	<b>\$128,350</b>	<b>\$204,250</b>

## OUR WAY FORWARD

For less than a decade, ACASI have gained the trust to be a responsive and agile servant to the young people across slum communities. This strategic plan embodies our continuing commitment to listen to the diverse voices of the youths on one hand, and the communities on the other hand, deepen our partnerships in every sector, and share the lessons and benefits that emerge from our work.

As we look to the future, accelerating change, increasing complexity, and continued uncertainty define the strategic landscape. In the midst of these challenges, our intent is clear: ACASI will continue to learn and adapt in order to improve life in slum communities. This plan sets us on a trajectory for deepening our impact and improving every aspect of our operation. As we carry out this plan, we anticipate seeing a number of important benefits.

**Specific and Targeted Community Impact:** The community-impact objectives, focused on basic human needs, economic opportunity, and education, are a more concise way to express our enduring vision of a community where all young people living in slum communities have the opportunity for a high quality of life. These objectives surfaced directly from the 2009 Listening Campaign and reflect our conviction to help address social and economic disparities, relieve suffering, and meet the basic needs of those in our community who are most vulnerable.

**Extensive Connections of Givers and Community Priorities:** The Organization will be better able to meaningfully connect donors with community needs. We anticipate that more and more donors will look to ACASI for advice in their donations, and more donors will look to ACASI to help them make a greater impact with their charitable resources.

**Maximum Integration of Effort and Resources:** Increasingly, ACASI's work will maximize our diverse resources and strategies in an integrated and collective way. We will benefit from joining the wide variety perspectives, disciplines, and skills of our staff, board, and other volunteers in service of helping to create a community where all underprivileged youths living in slum communities have the opportunity for a high quality of life.

**Financially Sustainable Operating Model:** ACASI will become more nimble and able to respond quickly and effectively to changes that might affect the growth of donor-advised funds and philanthropy. Our funding streams will become more diversified as will our network of donors.

We see this plan as a dynamic road map – one that describes where we want to be in three years, but also will continue to evolve as the landscape changes. As we develop the specific tactics and actions in the coming months to implement this strategic plan, we will invite input from our grantees, staff, donors, and other key partners in ways that significantly shape what implementation looks like. Additionally, as we encounter the challenges and paradoxes inherent in philanthropy and social change, we are committed to remaining connected to our mission and core values – those enduring ideals that serve as a compass for our staff and trustees as we navigate our way into the future.

# Appendix

## Profit and Loss Statement (With monthly detail)

2020	Jan '20	Feb '20	Mar '20	Apr '20	May '20	June '20	July '20	Aug '20	Sept '20	Oct '20	Nov '20	Dec '20
<b>Total Revenue</b>	\$13,778	\$13,778	\$13,778	\$13,778	\$13,783	\$13,783	\$13,783	\$13,783	\$13,789	\$13,789	\$13,789	\$13,789
<b>Total Direct Costs</b>												
Gross Margin	\$13,778	\$13,778	\$13,778	\$13,778	\$13,783	\$13,783	\$13,783	\$13,783	\$13,789	\$13,789	\$13,789	\$13,789
<b>Gross Margin %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Operating Expenses</b>												
Legal	\$208	\$208	\$208	\$208	\$208	\$208	\$208	\$208	\$209	\$209	\$209	\$209
Rent	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Stationery	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500
Office Equipment and Furniture	\$25,950											
Brochures	\$166	\$166	\$166	\$166	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167
Web Development & Maintenance	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125
Insurance	\$208	\$208	\$208	\$208	\$208	\$208	\$208	\$208	\$209	\$209	\$209	\$209
<b>Total Operating Expenses</b>	<b>\$33,407</b>	<b>\$7,457</b>	<b>\$7,457</b>	<b>\$7,457</b>	<b>\$7,458</b>	<b>\$7,458</b>	<b>\$7,458</b>	<b>\$7,458</b>	<b>\$7,460</b>	<b>\$7,460</b>	<b>\$7,460</b>	<b>\$7,460</b>
<b>Operating Income</b>	<b>(\$19,629)</b>	<b>\$6,321</b>	<b>\$6,321</b>	<b>\$6,321</b>	<b>\$6,325</b>	<b>\$6,325</b>	<b>\$6,325</b>	<b>\$6,325</b>	<b>\$6,329</b>	<b>\$6,329</b>	<b>\$6,329</b>	<b>\$6,329</b>







	2020	2021	2022
<b>Total Revenue</b>	<b>\$165,400</b>	<b>\$165,400</b>	<b>\$165,400</b>
<b>Total Direct Costs</b>			
Gross Margin	\$165,400	\$165,400	\$165,400
<b>Gross Margin %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Operating Expenses</b>			
Legal	\$2,500	\$2,500	\$2,500
Rent	\$15,000	\$15,000	\$15,000
Stationery	\$66,000	\$66,000	\$66,000
Office Equipment and Furniture	\$25,950		
Brochures	\$2,000	\$2,000	\$2,000
Web Development & Maintenance	\$1,500	\$1,500	\$1,500
Insurance	\$2,500	\$2,500	\$2,500
<b>Total Operating Expenses</b>	<b>\$115,450</b>	<b>\$89,500</b>	<b>\$89,500</b>
<b>Operating Income</b>	<b>\$49,950</b>	<b>\$75,900</b>	<b>\$75,900</b>
Interest Incurred			
Depreciation and Amortization	\$22,050		
Gain or Loss from Sale of Assets			
Income Taxes	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$137,500</b>	<b>\$89,500</b>	<b>\$89,500</b>
<b>Net Profit</b>	<b>\$27,900</b>	<b>\$75,900</b>	<b>\$75,900</b>
<b>Net Profit / Sales</b>	<b>17%</b>	<b>46%</b>	<b>46%</b>



Long-Term Debt

**Long-Term  
Liabilities**

<b>Total Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Paid-In Capital	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Retained Earnings	\$9,550	\$9,550	\$9,550	\$9,550	\$9,550	\$9,550	\$9,550	\$9,550	\$9,550	\$9,550	\$9,550	\$9,550	\$9,550
Earnings		(\$21,467)	(\$16,983)	(\$12,500)	(\$8,016)	(\$3,529)	\$959	\$5,447	\$9,934	\$14,426	\$18,917	\$23,409	\$27,900
<b>Total Owner's Equity</b>	<b>\$24,550</b>	<b>\$3,084</b>	<b>\$7,567</b>	<b>\$12,051</b>	<b>\$16,534</b>	<b>\$21,022</b>	<b>\$25,509</b>	<b>\$29,997</b>	<b>\$34,484</b>	<b>\$38,976</b>	<b>\$43,467</b>	<b>\$47,959</b>	<b>\$52,450</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$24,550</b>	<b>\$3,084</b>	<b>\$7,567</b>	<b>\$12,051</b>	<b>\$16,534</b>	<b>\$21,022</b>	<b>\$25,509</b>	<b>\$29,997</b>	<b>\$34,484</b>	<b>\$38,976</b>	<b>\$43,467</b>	<b>\$47,959</b>	<b>\$52,450</b>

## Action Against Societal Ills-ACASI

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	Starting Balances	2020	2021	2022
Cash	\$2,500	\$52,450	\$128,350	\$204,250
Accounts Receivable	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0
Other Current Assets				
<b>Total Current Assets</b>	<b>\$2,500</b>	<b>\$52,450</b>	<b>\$128,350</b>	<b>\$204,250</b>
Long-Term Assets	\$25,000	\$25,000	\$25,000	\$25,000
Accumulated Depreciation	(\$2,950)	(\$25,000)	(\$25,000)	(\$25,000)
<b>Total Long-Term Assets</b>	<b>\$22,050</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Assets</b>	<b>\$24,550</b>	<b>\$52,450</b>	<b>\$128,350</b>	<b>\$204,250</b>
Accounts Payable	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0	\$0
Short-Term Debt				
Prepaid Revenue				
<b>Total Current Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Long-Term Debt				
<b>Long-Term Liabilities</b>				
<b>Total Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Paid-In Capital	\$15,000	\$15,000	\$15,000	\$15,000
Retained Earnings	\$9,550	\$9,550	\$37,450	\$113,350
Earnings		\$27,900	\$75,900	\$75,900

Total Owner's Equity	\$24,550	\$52,450	\$128,350	\$204,250
Total Liabilities & Equity	\$24,550	\$52,450	\$128,350	\$204,250



Investments  
Received

Dividends &  
Distributions

Change in Short-  
Term Debt

Change in Long-  
Term Debt

**Net Cash from  
Financing**

Cash at Beginning of Period	24,000	(217,127)	(210,000)	(24,407)	21,034	20,137	214,404	220,007	227,134	222,402	227,172	240,121
Net Change in Cash	(\$19,629)	\$6,321	\$6,321	\$6,321	\$6,325	\$6,325	\$6,325	\$6,325	\$6,329	\$6,329	\$6,329	\$6,329
Cash at End of Period	(\$17,129)	(\$10,808)	(\$4,487)	\$1,834	\$8,159	\$14,484	\$20,809	\$27,134	\$33,463	\$39,792	\$46,121	\$52,450

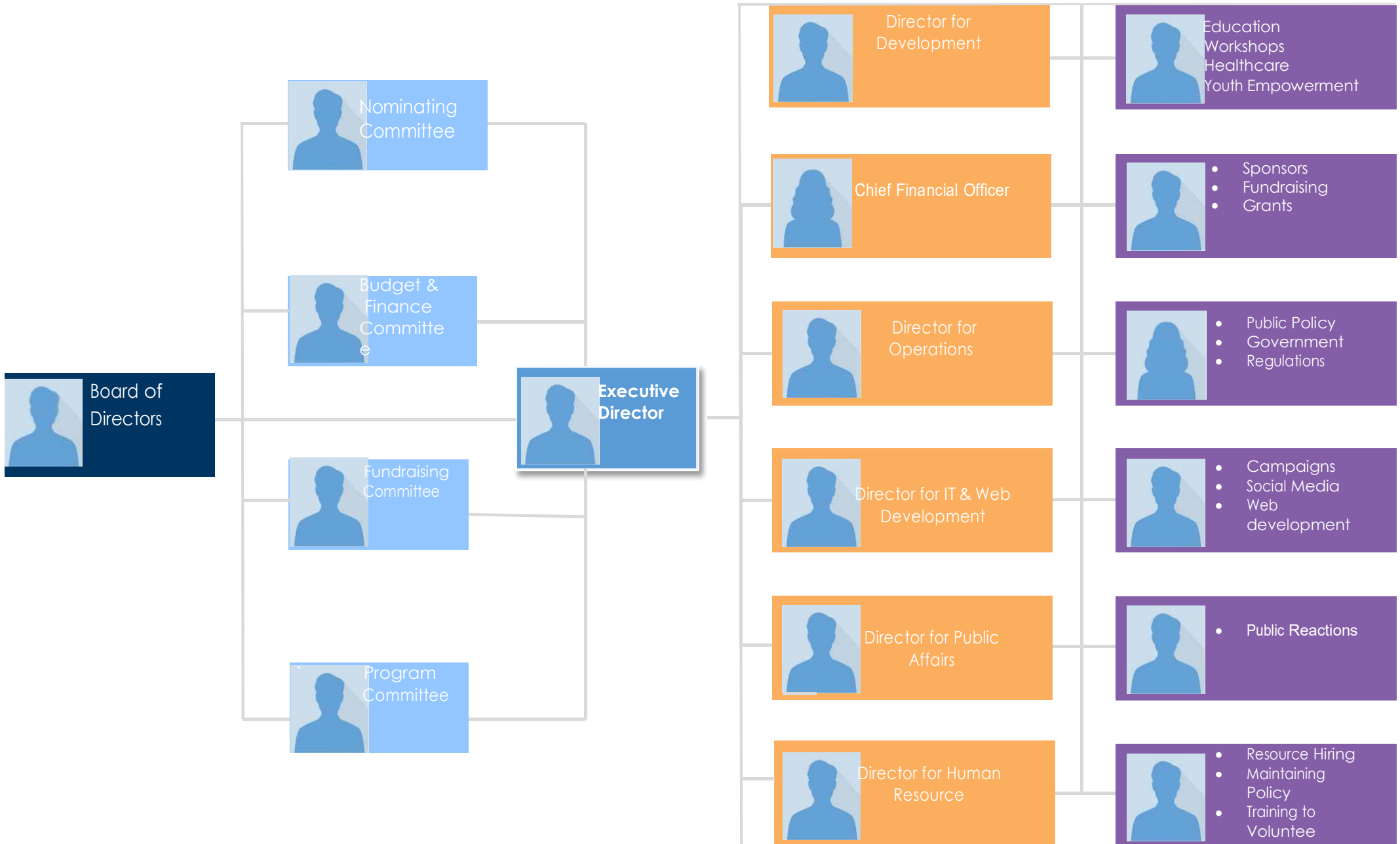


## Action Against Societal Ills-ACASI

	2020	2021	2022
<b>Net Cash Flow from Operations</b>			
Net Profit	\$27,900	\$75,900	\$75,900
Depreciation & Amortization	\$22,050		
Change in Accounts Receivable	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0
Change in Sales Tax Payable	\$0	\$0	\$0
Change in Prepaid Revenue			
<b>Net Cash Flow from Operations</b>	<b>\$49,950</b>	<b>\$75,900</b>	<b>\$75,900</b>
<b>Investing &amp; Financing</b>			
Assets Purchased or Sold			
<b>Net Cash from Investing</b>			
Investments Received			
Dividends & Distributions			
Change in Short-Term Debt			
Change in Long-Term Debt			
<b>Net Cash from Financing</b>			
Cash at Beginning of Period	\$2,500	\$52,450	\$128,350
Net Change in Cash	\$49,950	\$75,900	\$75,900
<b>Cash at End of Period</b>	<b>\$52,450</b>	<b>\$128,350</b>	<b>\$204,250</b>



# Action Against Societal Ills-ACASI



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