

2012 IMPACT REPORT



am ASSOCIATED
MINISTRIES

Uniting People of Faith to Build Stronger Communities

Thank you – Donors, Community Friends, Volunteers, and Congregational Partners

This year our Paint Tacoma-Pierce Beautiful volunteers received bright yellow t-shirts that were proudly emblazoned with the words, "I'm one of a thousand reasons for HOPE!"

With the support and partnership of thousands of people who embrace the mission of Associated Ministries, we are able to do the work of ending poverty and homelessness in our community. Each person of faith and goodwill offers passion and commitment that brings "love of neighbor" alive among us. It is the kind of love that walks alongside in the journey that families and individuals, take without dictating their path forward.

The pages of this report represent only a fleeting glimpse of the impact made through the money donated, the hours of volunteer time contributed, the dialogue and action, the prayers and intentions that hold us all together, working for the common good of all in our community.

The gift of loving kindness offered by those who've become part of Associated Ministries touches the life of a loving young mother who is trying to shelter, feed and raise her children in safety, free of the fear of being evicted. The loving kindness we offer together means that a young man who has been unemployed will have the resources to equip himself with tools and clothing to take a new job and find satisfaction in working hard again. The loving-kindness of hundreds of volunteers who go into our communities to befriend elderly and disabled homeowners and form care teams around formerly homeless people brings "neighborliness" to life again.

We were meant to do this work together!

Thank you for supporting Associated Ministries and thank you for being one of many thousands of reasons for hope.



MISSION

Uniting People of Faith to Build Stronger Communities

VISION

A Center for Interfaith Relations Deeply Engaged in Transforming Communities

VALUES

*Partnership is the word that Associated Ministries uses to express the core value of **unity** into which we seek to live. We define our understanding of partnership through the following 14 words:*

- Shared Accountability
- Mutual Agreement
- Client-Centered Focus
- Clear Communications
- Common Purpose
- Diversity
- Empowerment
- Integrity
- Reciprocity
- Relation to Mission
- Responsiveness
- Strength-Based Relationships
- Sustainability
- Transparency

BOARD OF DIRECTORS & OFFICERS

EXECUTIVE BOARD:

President: Kathy Russell

Vice President: Art Schmidt

Secretary: Margo Fleshman

Treasurer: Steve Gray

BOARD MEMBERS:

Terms expiring in February, 2013

Margaret Brown – *St. Patrick's Parish*

Steve Gray – *St. Mark's by the Narrows*

Art Schmidt

Terms expiring in February, 2014

Arthur Banks – *Eastside Baptist Church*

Specer Barrett – *Allen AME*

Clint Cannon – *United Church in University Place*

Pat Coogan – *St. Leo's Parish*

Woodrow Jones – *Shiloh Baptist Church*

Dennis Fiuton – *Bethany Presbyterian*

Dianna Kielian

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Terms expiring in February, 2015

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Affiliate Members

John Cousins – *Church of Jesus Christ of Latter Day Saints*

Jim Friedman – *Temple Beth El*

Chris Gilbert – *Baha'i*

Bill Graves – *Unitarian Universalist*

PRESIDENT'S OUTGOING MESSAGE

"Pardon our dust!" Those signs around construction zones seem like an appropriate way to begin my 2012 report as outgoing President of the Board of Associated Ministries. Some of our dust is literal, as in construction, and some of our dust is more figurative. This annual report captures changes begun in 2010 and brought nearer fruition in 2012. Like all human efforts, ours have not always been a perfectly straight line to success, but reflect the two steps forward-one step back trajectory endemic to human and organizational transformation.

By the end of 2012, we were living into our commitment to make the strengths perspective and cultural awareness an integral part of how Associated Ministries partners with those we serve as well as how we appraise staff performance. Staff members worked in small groups sharing insights and practicing peer coaching as they gained skill in both areas, then worked alongside clients, reminding them that despite their needs, they are people with strengths for problem solving.

We organized Associated Ministries many programs into four Centers to coordinate work, staffing and supervision. As we settle into our new routine, it will help staff and Board to monitor outcomes and innovations more effectively and to assess our capacity for new projects. Work plans for existing units and project charters for program proposals require us to think through all the staffing, fiscal, and physical plant needs in projects and determine their sustainability and desirability. Program charters in particular emphasize building evidence-based practice into new programs so we can track their effectiveness and make adjustments as needed.

Finally, Associated Ministries has improved its capacity to account for, report, and forecast its financial assets. These new methods as well as lessons learned from the recession nudged us to diversify funding for programs, and to ensure that core administration is supported just as programs are.

I'd like to tell you we were immediately and perfectly successful, communicating all these changes clearly as they evolved. Instead I acknowledge that so many major organizational shifts designed to move Associated Ministries toward more transparency, greater accountability, more streamlined internal operations and enhanced client connections took time to make their way into our culture and consciousness. We have been grateful for feedback from those we serve, staff, community partners, congregations, Board and all our constituents as we continue to live into strengths-based, culturally aware and sustainable ways to empower people of faith to build stronger communities.

Without support from our many partners and donors, our work would not be possible. And so, as my time on the Board concludes in 2013, I find myself grateful for all that you do, all that you are, and all that we have learned from you. I look forward to seeing what amazing things come to from our collaborations. In the meanwhile, put on your hard hat, come see our dust, and hear our stories.

Peace be with you,

Kathy Russell
President
Board of Directors 2010-12



LEADERSHIP & SUPPORT STAFF

Leadership Staff:

- Executive Director: Rev. Chris Morton
- Chief Operating Officer: Molly Archer
- Chief Mission Officer: Heidi Calhoun
- Chief Program Officer: Greg Claycamp
- Associate Chief Program Officer: Valorie Crout
- Director of Community Mobilization: Amy Allison
- Director of Housing & Shelter: Tammy Boros
- Director of IT & Database Management: Peter Roach
- Director of Development: Barbara Gorzinski
- Program Manager, Housing & Shelter Services: Adam Ydstie



Our Leader hard at work.

Support Staff:

- Front Desk Receptionist: Chia Collins
- Executive Assistant: Sandy Windley
- Program Assistant: Bria Zimmerman
- Homeless Mail Rep: Melinda Chan
- Development Coordinator: Michele Cotton
- Community Mobilization Specialist: Megan Shea



Our Associated Ministries Staff's special project giving back to the community.



EXECUTIVE DIRECTOR MESSAGE

When you open the door to connect with Associated Ministries you open a front door that enters into what we have come to affectionately call "the airlock." It's a small space with three closed doors that have windows, clearly communicating SAFETY. When we purchased the property and building in the Hilltop in the 1980's, safety was paramount.

The foot traffic into Associated Ministries has nearly quadrupled, from approximately 4,000 people served a year, to more than 20,000 people who came to Associated Ministries for services in 2012. Like every institution we need to adapt and change to meet the times.

Reaching into the rich traditions of every faith community, we find the gift of hospitality. HOSPITALITY is a principal value that we hope is conveyed through the renovation of our 90+ year-old funeral home-turned-office building, which has now started to be transformed into our Direct Service Center.

The new front door will be located on 13th Street (no longer on I Street) and will open into a larger, more welcoming, inviting lobby. Inviting you into an organization that has been completely re-designed so that all 20+ programs are now captured in one of three Centers: Congregational Relations, Community Mobilization, and Direct Service. Welcoming you to a more inclusive organizational structure with completely revised By-Laws that redefines membership and adopts a new approach to governance.

We hope that the renovated building and re-designed organization will convey what Associated Ministries and our partner congregations have represented for decades; a willingness to be of service by giving of one's self. We have adopted a strength-based perspective to all of our work, engaging the people we serve, and the people with whom we partner, as people with strengths. Encouraging us to listen to stories, identify strengths, and be curious about how we might be supportive. And maybe to share resources and information so that this leg of the journey is made more possible, maybe even more whole, as our "friends" move forward into their future.

Christians, Muslims, Jews, Baha'i, Latter Day Saints, Unitarian Universalists, and other faith traditions all have stories in their Scriptures and midrash that encourage people of faith to be-friend "our neighbors," whether we know them, or not. Another story that comes to mind, besides the Good Samaritan, is the story of Jesus being the great teacher that he is, explaining to his followers that they were no longer servants, but friends (John 15).

Our whole posture at Associated Ministries has changed. From the building, to the establishment of Centers, to a new set of By-Laws, to the adoption of a strength-based perspective to all that we do. I hope that the 2012 annual report conveys the changes that we have been putting into place as the new and emerging Associated Ministries. And, maybe even more importantly, that as you engage us you feel that sense of change from the moment you enter our new front doors. I look forward to greeting you soon.

Shalom,

Rev. Christopher B. Morton
Executive Director



CENTER FOR CONGREGATIONAL RELATIONS

Associated Ministries' Center for Congregational Relations presents opportunities for congregations to connect with one another and become more deeply engaged in our common ministries in the community. The Center works to create accessible structures and systems that assist congregations, interfaith partners as well as people of faith not affiliated with congregations in building stronger communities.

Programs

COMMUNITY DIALOGUES

People of faith engaging one another in genuine dialogue, listening deeply for other people's perspectives.

PUBLIC POLICY ADVOCACY

Educating and mobilizing people of faith in advocating for policies that will strengthen our communities for everyone, particularly people who are on the margins of society.

REDEEMING THE PROPHETIC VISION

Interfaith service honoring the prophetic vision of Rev. Dr. Martin Luther King, Jr., in partnership with The Conversation and Urban Grace.

MOMENT OF BLESSING

Moment of Blessing is a program of Associated Ministries designed to reclaim spaces where homicides have occurred.



Rev. Chris Morton conducting an on site Moment of Blessing reclaiming the space.

Approximately one week after a homicide takes place in Pierce County, Associated Ministries conducts 'A Moment of Blessing'. The purpose of these services is to pause and remember that a human life was taken at this particular place. So often spaces are remembered as places of death. We come together as a community to pray for all involved in the particular homicide and to reclaim the space as sacred, a place of life, by conducting a service of worship and blessing.

In 2012 Associated Ministries conducted 16 Moments of Blessing to reclaim the space where 18 homicides occurred that year. Associated Ministries has gathered Moments of Blessings since 1998, over which time 344 homicides occurred in Pierce County.

The Moments of Blessing are public events. Participating clergy of all faith traditions are invited to wear their investments to help provide a visible presence of the religious community. The site is marked by four bamboo poles carrying red and purple ribbons. Each ribbon bears the name of a victim memorialized by a Moment of Blessing. The brief prayer service is designed to offer support to the victim's family, friends, and the neighboring community while helping to bring closure to the traumatic event. The service includes shared prayer, brief Scripture readings, and a sprinkling rite. Family, friends and neighbors are invited to share their memories and reflections.

2012 Impacts

PIERCE COUNTY HUNGER WALK

On the 1st Sunday of October every year, more than a thousand walkers raise funds for local and global hunger relief. **Our goal is to surpass \$250,000 each year in donations.**



"Associated Ministries gave me an amazing opportunity to work on the Hunger Walk! I have been trying to get involved with social justice issues and this was the perfect opportunity to do just that."

Sarita Martinez Hunger Walk Volunteer



THANKSGIVING INTERFAITH SERVICE

People of faith from a variety of traditions gather together to celebrate our relationships and understanding during a time when our nation pauses to give thanks. A different congregation/faith tradition hosts the service each year.

The 2012 Thanksgiving Interfaith Service was celebrated at St. Leo Catholic Parish and brought together **220 people of diverse faiths, demoninations and congregations.** **Over \$1,000 was raised for Associated Ministries' Family Emergency Fund.**

ANNUAL CONFERENCE

People of faith gather together to learn about resources in the community, explore creative community-based solutions to social concerns, and engage other people of faith so that together they can be more deeply engaged in transforming our communities.

Eleven religious leaders gathered to study the topic of hunger together by reading David Beckmann's book, *Exodus from Hunger*. They in turn invited others to study the book together. By the end of 2011 over 150 people of faith across Pierce County read and studied *Exodus from Hunger* to prepare for the 2012 Associated Ministries Annual Conference on Hunger.



CENTER FOR COMMUNITY MOBILIZATION

Associated Ministries' Center for Community Mobilization plays a vital role in mobilizing congregations, religious groups, and unaffiliated people of faith to have a collective impact. We invite you to participate with your local congregation, neighbors, or community group in building a stronger community.

Programs

PIERCE COUNTY ASSET BUILDING COALITION

The PCABC is a collaboration of 50 partners working to actively engage all of Pierce County residents in building prosperity through various programs.



In class for training preparing for tax season.

5,016 TAX RETURNS FILED
\$5.6 MILLION IN TAX REFUNDS

5,016 federal tax returns for low-income households were filed. Taxpayers were offered financial education and asset building services because we mobilized and trained volunteer tax preparers and partnered with other local organizations as Volunteer Income Tax Assistance sites. The result was \$5,590,370 million in refunds and additional tax credits that could be effectively used in family bud-

DISASTER PREPAREDNESS & RECOVERY

Associated Ministries' Disaster Response program mobilizes and engages people of faith to prepare for the event of a disaster and long-term recovery efforts.



Three examples, fire, water, wind, of disasters in Washington State that amounted to extensive damages to property and lives.



WIDRO (Washington Interfaith Disaster Response Organization) is a network of faith-based organizations committed to assisting with the formation of effective, local, long-term disaster recovery groups.

These are just three examples of how Associated Ministries' has assisted and given support - volunteer time, monies, and spiritual support.

2012 Impacts

PAINT TACOMA PIERCE BEAUTIFUL

Every summer throughout Pierce County hundreds of volunteers mobilize to paint homes and clean up yards of low-income elderly and low-income individuals with a disability.



Before

831 PEOPLE OF FAITH VOLUNTEERS

10,078 HOURS OF SERVICE

55 TEAMS BUILDING COMMUNITY

50 PROJECTS CHANGING LIVES



During



After

Founded in 1985, Paint Tacoma-Pierce Beautiful organizes volunteer crews to paint the exteriors of homes of low-income seniors and low income people with disabilities throughout Tacoma and Lakewood each summer. In 2012, more than 830 volunteers painted 50 homes. Since 1985, a total of 2,082 have been painted across Pierce County.

"I want to thank the wonderful 'crew' you sent over to paint my house. They did an outstanding job and worked very hard. All my neighbors and friends have nothing but praise on how nice my house looks."

- Helen



The Painting Crew

Associated Ministries' Center for Direct Services works with families and individuals throughout Pierce County to build stronger community by building stronger households. Many of our direct services focus upon housing as the foundation to dignity, stability and growth. These services include providing Centralized Intake for Homelessness Intervention through Access Point for Housing (AP4H) and individuals with specific needs and working with faith communities to reduce barriers to housing.

The Center for Direct Services strives to work with households from a strength-based approach, identifying the strengths and supports that a household already possesses, and connecting to community and more formal resources to help build toward self-sufficiency. In connecting to community, we seek to engage volunteers in ways that are meaningful for both the households and volunteers.

Programs

HOMELESS MAIL SERVICE

The mail service provides homeless families with the first step toward helping secure stability. The program ensures families are able to receive needed assistance or gainful employment. Referral by DSHS is needed.

8,689 HOMELESS MAIL SERVED

PROTECTIVE PAYEE SERVICE

The program serves chronically homeless individuals and families. This service ensures that rent and utility costs are paid, along with other personal expenses, thus securing stability for the most vulnerable in our community.

267 ASSISTED BY THE SERVICE

FAMILY EMERGENCY FUND

In 2012, 141 families received small grants for housing deposits, utility assistance, transportation, necessary household items, medical needs, equipment and supplies for work, and educational fees. A total of \$45,195 was allocated through the fund.

141 FAMILIES ASSISTED
\$47,195 FUNDS ALLOCATED

SENIOR EMERGENCY FUND

In a partnership with Pierce County Aging and Long-term Care, Associated Ministries allocated \$15,091 in 2012 for the needs of 128 medically fragile seniors. The fund supported utility costs, medications and medical supplies, emergency in-home medical care, special dietary food supplies, and major sanitation and cleaning supplies.

128 SENIORS ASSISTED
\$15,091 FUNDS ALLOCATED

COMMUNITY RESOURCE CONNECTIONS CENTER

The Resource Center ensures that families receive direct access to the Washington Benefits Portal to apply for benefits and other community services and resources. The CRC is available to everyone who comes to Associated Ministries for services.

ACCESS POINT 4 HOUSING

Access Point 4 Housing offers a central point of entry for households experiencing homelessness (or will be homeless within 72 hours). Households receive resources to secure housing and other needed services.

The Centralized Intake system helped us understand that there was a substantial number of households at risk of homeless (based on challenges paying rent) a year of operation. In 2011, we processed 15,058 requests for housing services. In 2012, the levels of need remained very high while resources in our whole community were available to only a fraction of the households.

10,592 REQUEST FOR HOUSING SERVICES

People "at-risk" of homelessness and requesting assistance to pay future or late rents. These callers were not all homeless.

5,111 SCREENINGS COMPLETED

These households were homeless or had a 3 day pay or vacate notice.

2,491 SCHEDULED ASSESSMENTS

1,944 ASSESSMENTS COMPLETED

652 HOUSEHOLDS REFERRED

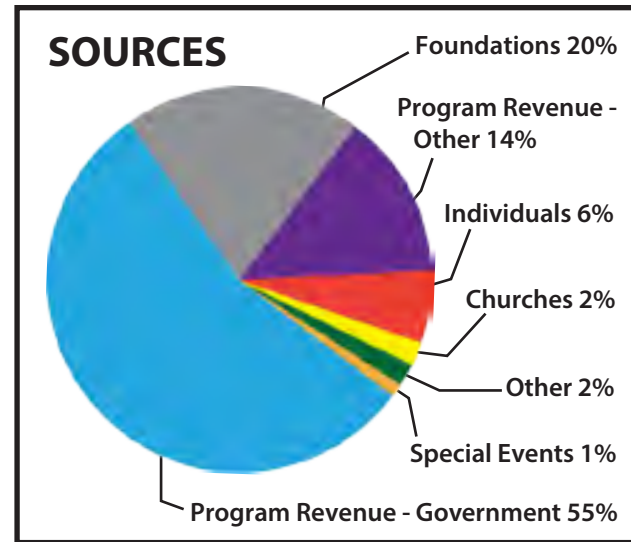
584 REFERRALS ACCEPTED

"Thank you very much for your help. I very much appreciate it. It's been a very hard few months and the loss of my sister and even more stressful with the thought of losing my home. So again thank you!"

-Naveire

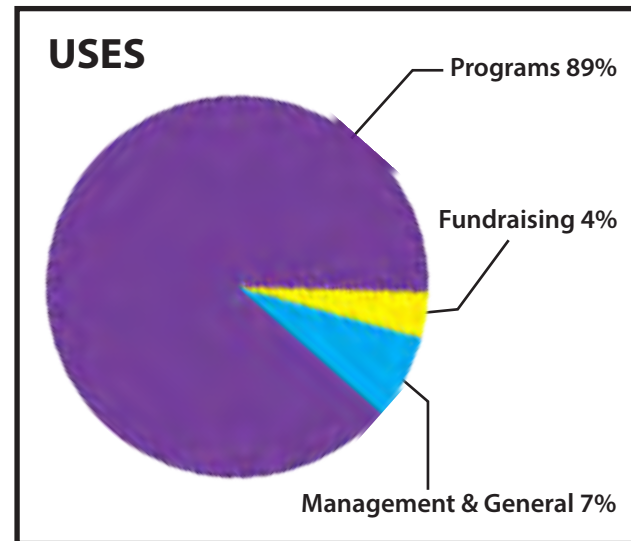
2012 Sources of Funds

Foundations	558,353
Churches	48,926
Individuals	167,550
Program Revenue - Government	1,508,040
Program Revenue - Other	390,504
Special Events	39,241
Other	46,364
Total Sources	2,758,978



2012 Uses of Funds

Access Point for Housing	774,596
Housing Assistance and Pass-throughs	566,494
Other Housing & Shelter Services	174,345
Hunger Walk	209,215
Payee & Mail Services	93,882
Paint Tacoma/Pierce Beautiful	130,871
Asset Building	93,447
Congregational Relations	116,519
Other Programs	53,281
Management & General	169,143
Fundraising	114,130
Total Uses	2,495,923



	2012	2011	2010
Increase (Decrease) in Net Assets	263,055	79,307	(63,875)
Cash Reserves			
Operating Cash and WWReserves	178,908	202,631	296,197
Additional Reserve Funds	419,814	174,770	175,004
Total Reserves	598,722	377,401	471,201

Notes:
 1. Amounts are based on audited financial statements. The firm of Mary Jane Dubbs CPA conducts an annual audit of Associated Ministries. The audit is available to the public upon request.
 2. Thousands of dollars of in-kind donations and thousands of volunteer hours are not fully included in the financial statements, but the contributions are a vital element of the mission of Associated Ministries.

FAITH TRADITIONS

- Agnus Dei Lutheran Church
- Alzheimer Memorial COGIC
- Bethany Presbyterian Church
- Bethlehem Lutheran Church
- Bonney Lake Community Church
- Christ Episcopal Church
- Christ Lutheran Church
- Community Presbyterian Church of Dupont
- Covenant Bible Fellowship and Seminary
- Creator Lutheran Church
- Eastside Christian Church
- Emmanuel Lutheran Church
- Faith Covenant Church
- First Christian Church- Puyallup
- First Christian Church- Tacoma
- First Christian Church- Sumner
- First Evangelical Lutheran Church
- First Presbyterian Church
- Fox Island United Church of Christ
- Gloria Dei Lutheran Church
- Grace Lutheran Church
- Holy Disciples Catholic Church
- Immanuel Lutheran Church
- Immanuel Presbyterian Church
- Lakewood Presbyterian Church
- Light of the Hill United Methodist
- Little Church on the Prairie
- Longbranch Community Church
- Lutheran Church of Christ the King
- Milton United Methodist Church
- Mountain View Lutheran Church
- New Heart MCC-UCC
- Peace Evangelical Lutheran Church
- Peace Lutheran Church- Puyallup
- Pilgrim Lutheran Church
- Redeemer Lutheran Church
- Resurrection Lutheran Church
- Shepherd of the Hill Presbyterian
- Spanaway Lutheran Church
- Spanaway United Methodist Church
- St Andrew's Episcopal Church
- St Charles Borromeo Parish
- St Frances Cabrini Parish

- St John Bosco Parish
- St Luke's Memorial Episcopal Church
- St Mark's Lutheran Church
- St Patrick Parish
- Tacoma Christian Reformed Church
- Tacoma Friends Meeting
- Tahoma Unitarian Universalist Congregation
- Temple Beth El
- The Church of St Rita of Cascia
- Trinity Church of Pierce County
- Trinity Presbyterian Church
- United Church in University Place
- United Methodist Church of Puyallup
- Unity Center of Tacoma
- Unity of South Sound
- Westminster Presbyterian Church

FOUNDATIONS

- Bank of America A Charitable Foundation
- Ben B. Cheney Foundation
- Catherine Holmes Wilkins Foundation
- Cooper Levy Trust
- Dimmer Family Foundation
- Florence B. Kilworth Foundation
- Forest Foundation
- Gary E. Milgard Family Foundation
- Key Bank Foundation
- Lucky Seven Foundation
- National Community Tax Coalition
- Sequoia Foundation
- Stewardship Foundation
- The Bamford Foundation
- The Gottfried & Mary Fuchs Foundation
- The Greater Tacoma Community Foundation
- The Medina Foundation
- The Russell Family Foundation
- United Way of Pierce County

BUSINESSES

- APP (Associated Petroleum Products)
- BMW Northwest
- Calvert Investments
- City of Tacoma-Finance Account
- Commencement Bank
- Dobler Management Co.
- Dwyer Pemberton & Coulson P.C.
- Evergreen Excavation, Inc.
- Golden State Foods
- Gray Lumber Company
- Gus Paine Insurance
- Hentschell & Associates, Inc.
- Heritage Bank
- Integral GIS
- KeyCorp Management Company
- Korsmo Construction
- MultiCare Health Systems
- Pacific Avenue Business District
- Potelco INC
- Propel Insurance
- RBC Wealth Management Foundation
- Safeway
- Sessler INC
- Sound Screening Services
- Supervalu
- Tacoma Public Utilities
- The Fish House Cafe
- Totem Electric
- Tucci & Sons
- U.S. Oil Trading LLC
- UMPQUA Bank

GOVERNMENT

- City of Lakewood
- City of Puyallup
- Pierce County Budget & Finance
- Pierce County Citizens Corp
- Public and Government Relations
- State of Washington
- United States Treasury
- WA State Dept of Commerce
- WA State Dept of Social & Health Services

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Mellissa Andrews
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Sally Boyle
Kehaunani Bracken
Linda Braddy

Cree Bradford
Leatha Bradley
Lucy Brady
Col (Ret) Richard & Brenda Brandt
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Gayle Brannon
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Doug Dahlgren
William Dames
Eric Dames
Casie Danielson
Clark Danielson
Majda Darling
Leda Darlington
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McKenzie Davis
Felice Davis
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Paul Davis
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