

WORKING DOCUMENT

**Strategic Plan of Associated Ministries
2006-2009**

*ASSOCIATED MINISTRIES
1224 South I Street
Tacoma, WA 98405*

**Presented for Approval
March 22, 2006**

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Executive Summary

The *Strategic Plan of Associated Ministries: 2006-2009* was presented at the March 22, 2006 board meeting held at Associated Ministries. The plan was received and adopted by the Board of Directors.

The strategic planning process began over a year ago with the Executive Director, the Board of Directors, the various board committees and an outside planning consultant. In the midst of the process, the Executive Director experienced an unexpected extended illness. Planning was performed minimally throughout his absence, and essentially put on hold until his return. The board resumed planning in the fall of 2005 following feedback from the staff.

Noting key weaknesses such as a diffused public image as a result of the agency's breadth and the lack of evaluation on the agency's part in the delivery of our services, we used this plan as an opportunity to capitalize on our strengths in order to improve and expand the agency's services and presence in the local community. We identified three primary goals: 1. Enrich our ministry; 2. Expand our ministry; and 3. Sustain and support our ministry. We view these goals as essential to the health of the agency and the communities we serve.

Through this plan, Associated Ministries is making a concerted effort to assess need, evaluate services, and achieve our goals. We will enrich our ministry by building upon existing programs that have already proven to effectively serve the community. Moments of Blessing, Faith Partners Against Family Violence, the Chaplaincy, and Inter-Religious Roundtable are opportunities to diversify and expand our current faith partners while increasing services to more diverse communities within the county. The agency's focus on poverty continues to grow along with the ever-increasing need. In response, we plan on pooling our several programs under one umbrella division that can be a better resource and advocate for our clients. Likewise, education has always played an important role in our ministry, so we plan to expand opportunities available to our constituency.

By expanding our ministry, we will increase our capacity to serve the outer reaches of the county as well as diversify the types of people our current programs serve. While we have consistently served families and individuals, we have not previously focused on youth. Over the next few years, we intend to assess youth needs in our community, and incorporate into our programs services that can fill some of those gaps.

Finally, by sustaining and supporting our ministry, we will create the foundation and capacity for future growth. Immediate plans include repair of our building, the development of an awareness campaign, and better interaction with donors, volunteers, and our board.

We commit to monitoring the plan regularly, and understand that it is a set of guidelines that has the flexibility to change. We also make the promise to ourselves to celebrate the completion of major milestones. Acknowledging a job well done provides closure and fulfillment that makes the next planning cycle feel

Statement of Mission and Faith

Our Core Values

The Lord gives the Church a diversity of ministries. Many of these are exercised primarily within the local congregations of Pierce County. However, many more can best be exercised outside the bounds of congregational life.

The congregations focus upon nurturing, healing and witnessing ministries in the fullest meaning of those terms. People who are nurtured and healed in the life of a congregation also are called by God to minister in the wider community, not leaving the congregation but reaching out from that base. Their gifts are joined with those of many other people in shared community ministries.

Associated Ministries exists in order to inform congregations and individuals about the many needs and opportunities for ministry in Pierce County. Associated Ministries helps organize, unify, and bring to fruition shared ministries to the needs of people in the wider community. It is a crossroad for communication and cooperation and witness to the community of Christian unity in action.

As Christians we affirm our oneness with all human beings. We seek to work together with people of other faiths in the common cause of humankind. Wherever possible we will seek to involve these faiths in common concerns of ministry.

We come together in shared ministries through the grace of God; the love of Jesus Christ as expressed through many different examples in His ministry; and the power of the Holy Spirit which moves individuals and congregations to respond to a variety of human needs. Our basic unity within the body of Christ allows and affirms diversity and yet proclaims a common ministry seeking the Shalom of God for all of God's people.

Our Working Mission Statement

Associated Ministries serves to build community that is humane, compassionate and just.

Vision Statement

We pledge to our partners in ministry and staff that we shall provide the time, talent, and resources necessary to uphold the biblical tenets of compassion, justice, and the humane treatment of all. We will assist faith communities, individuals, and groups in finding the meaning of faith and service in their lives. We shall serve as a bridge between faith communities. We shall be a voice for those who cannot speak for themselves. We shall provide a place in which faith, religion and culture can meet. We shall encourage, promote, and facilitate dialogue with our constituents and the community at large.

Strategic Goals and Objectives

Strategic Goal 1: Enrich Our Ministry

- Objective 1) Expand our spiritual presence in the community
- Objective 2) Expand and integrate poverty focus
- Objective 3) Improve education programs and educational elements of programs

Strategic Goal 2: Launch New Ministry

- Objective 1) Develop the South Sound Peace and Justice Center
- Objective 2) Increase focus on youth and families
- Objective 3) Increase presence and services throughout Pierce County and Kitsap County
- Objective 4) Develop Youth Leadership Program

Strategic Goal 3: Sustain and Support Our Ministry

- Objective 1) Improve and expand our communication
- Objective 2) Improve capital assets
- Objective 3) Increase Board effectiveness
- Objective 4) Improve Associated Ministries' utilization of volunteers
- Objective 5) Implement a succession plan for key leadership
- Objective 6) Increase overall revenues
- Objective 7) Address staff training and use

Action Plan

Strategic Goals and Objectives	Action steps	Responsible Parties	Completion Date	Achievement Indicators
<p>Enrich our Ministry</p> <p>1. Expand our spiritual presence in the community</p>	<p>Moments of Blessing</p> <ul style="list-style-type: none"> a. Involve more faith communities in Moments of Blessing <ul style="list-style-type: none"> i. Establish a network for alerting faith leaders <u>DONE!</u> ii. Specifically alert and involve churches from the local community where the death(s) occurred b. Schedule faith leaders who can, when needed, perform the MOB's in the stead of Associated Ministries' Executive Director <u>DONE!</u> c. Establish direct person-to-person newspaper contacts for MOB press releases <p>Interfaith and Ecumenical Worship</p> <ul style="list-style-type: none"> a. Assess interest of faith communities via outreach activities such as personal interviews with congregational and denominational leaders b. Increase number of interfaith and ecumenical worship activities by organizing regularly scheduled events c. Utilize board members to lead activities. d. Diversify interfaith and ecumenical worship by targeting youth e. Involve more youth in the development process and utilize youth input to develop ways to evaluate youth interest in participating in activities <p>Interreligious Round Table Develop and execute a plan to increase the effectiveness of the Interreligious Round Table</p> <p>Faith Partners Against Family Violence</p> <ul style="list-style-type: none"> a. The faith community will improve its response to family violence. <ul style="list-style-type: none"> i. Associated Ministries will publish training materials and make them available in hard copy and via the internet. 	<p>Executive Dir., Deputy Dir.</p> <p>Exec. Asst.</p> <p>Comm. Dir.</p> <p>Program Committee</p> <p>Executives</p> <p>See Interfaith Camp</p> <p>Affiliate board members, Deputy Dir.</p> <p>FPAFV Committee, Exec. Dir., Deputy Dir.,</p>	<p>08-01-2006</p> <p>Ongoing</p> <p>09-01-2006</p> <p>06-01-2008</p> <p>12-31-2008</p> <p>Ongoing</p> <p>Ongoing</p> <p>06-01-2007</p> <p>12-31-2007</p> <p>08-01-2006 <u>DONE!</u></p>	<p>Achievement of Goal: AM has a visible presence in the community, through its spiritual ministering and ecumenical activities.</p> <p>Resource contact list of clergy committed to performing MOB's</p> <p>Coverage of MOB's by TNT and other local media</p> <p>Brief report summarizing interest in interfaith and ecumenical activities with plan to increase or improve existing activities; At least 1 new interfaith and 1 new ecumenical activity</p> <p>Reflect youth feedback in report; at least 5% youth participation in activities</p> <p>Plan completed</p> <p>Resource materials printed;</p>

Action Plan

Strategic Goals and Objectives	Action steps	Responsible Parties	Completion Date	Achievement Indicators
<p><i>CONTINUED:</i> Enrich our Ministry 1. Expand our spiritual presence in the community</p>	<p>ii. Congregational and denominational groups will attend individualized training sessions teaching domestic violence awareness, response, and providing support to their peers.</p>	Comm. Dir.	12-15-2006	3 congregations receive training by year's end, and become safe sanctuaries;
	<p>iii. Clergy and staff will participate in workshops about creating awareness of domestic violence among their congregations, and identifying and dealing with family violence within their parishes.</p>		12-15-2006	40 people will have received training by year's end; increase by 10% the number of attendees;
	<p>iv. Clergy and lay people of faith will participate in Chaplaincy training to assist victims of domestic violence at the local Crystal Judson Family Justice Center.</p>	DV Chaplain	09-01-2006 DONE!	20 people will complete the training; 60% become chaplains at the center;
	<p>v. Associated Ministries will make resource materials for women and family violence victims available on the A.M. website.</p>	Comm. Dir.	10-01-2006 DONE!	Resource materials online
	<p>vi. Associated Ministries will develop a family assistance fund for domestic violence victims through the Family Justice Center</p>	Exec. Dir.	03-05-2006 DONE!	Fund established
	<p>b. Associated Ministries will increase the capacity of the Faith Partners Against Family Violence program.</p>			
	<p>i. Program committee and staff will research, pursue, and secure revenue to fund dedicated staff support for this program.</p>	Dev. Dir.	12-2007 IN PROCESS	Have funds and capacity to hire or contract coordinator for 2007
	<p>ii. Associated Ministries staff will provide a resource guide to be distributed at the Family Justice Center, in local congregations, and throughout the broader community.</p>	Comm. Dir.	05-01-2006 NEED TO I.D. AVAIL. GUIDE	HOW TO DISTRIBUTE THAT IS COST EFFECTIVE? REMOVE?
	<p>iii. Faith Partners program committee and Associated Ministries staff will recruit volunteer Chaplains to receive specialized training and to provide chaplaincy services and spiritual care to individuals and families at the newly established Family Justice Center.</p>	Chaplain	08-30-2006 DONE – ONGOING	
	<p>iv. Associated Ministries staff and the Faith Partners program committee will develop additional community partnerships with non-English speaking and women of color organizations. 1. Faith Partners committee members will work with A.M. staff to</p>	Executive Dir., Deputy Dir.	Ongoing thru 2006	Establish 2 new community partnerships by 2007

Action Plan

Strategic Goals and Objectives	Action steps	Responsible Parties	Completion Date	Achievement Indicators
<p><i>CONTINUED:</i> Enrich our Ministry</p> <p>1. Expand our spiritual presence in the community</p>	<p>identify and reach out to non-English speaking women and women of color.</p> <p>2. Associated Ministries staff and the Faith Partners program committee will develop a targeted publicity campaign aimed at building community partnerships throughout 2006 to increase the capacity of the program for 2007</p> <p>Domestic Violence Chaplaincy</p> <p>a. Assess potential growth opportunities for the Chaplaincy for the next 5-year and 10-year periods</p> <p>b. Establish priorities for the Chaplaincy program over the course of the next three years</p> <p>c. Develop and execute an action plan for the program</p> <p>Hilltop Action Coalition</p> <p>a. Assist the Coalition to become an independent nonprofit agency</p> <p>b. Become a member of the independent Hilltop Action Coalition</p>	<p>IN PROCESS WITH NEW FOCUS OF DV CHAPLAINCY</p> <p>Program Committee</p> <p>Program Committee, HAC Board, Exec. Dir.</p> <p>Board, Exec Dir.</p>	<p>06-01-2008</p> <p>08-01-2008</p> <p>10-01-2008</p> <p>09-2007</p> <p>09-2007</p>	<p>Program plan will be crafted and ready for implementation by 01-01-2009</p> <p>HAC becomes an independent agency</p>

Monitoring and Evaluation of Strategic Plan

Associated Ministries recognizes that too many strategic plans end up collecting dust on a shelf. Thus the board will monitor the implementation according to the timeline and process listed below. This ensures that we are following the direction we established during the strategic planning process.

Reporting process

- The Executive Director will present quarterly reports to the board.
- Associated Ministries staff will report monthly to the Executive Director. These reports will answer the questions below, note any trends of progress or lack thereof, make recommendations when necessary, or call for action from management and the board as needed.

Status Report Questions

1. Are goals and objectives of the strategic plan being achieved or not?
2. Will the goals be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed? (Specify why efforts are behind schedule.)
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?
6. Should priorities be changed to put more focus on achieving the goals?
7. Should the goals be changed? (Specify why efforts are not achieving the goals.)
8. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

The Board of Directors and staff of Associated Ministries also accept that this strategic plan is a guideline, not a set of rules, to improve the overall performance of our agency. Thus, we acknowledge there may be changes in its direction as we proceed over the course of the next few years. Before changing the plan, we commit to understanding the causes behind the changes, why the changes should be made, and the changes to make, including goals, objectives, and timeline.

And finally, Associated Ministries commits to celebrating our achievements and acknowledging a job well-done by our Board of Directors, staff, and partners.