

THE MEDINA FOUNDATION

GRANT REQUEST APPLICATION

This application document is intended for you to type information directly into the cells when provided.

Name of Organization:	Date:
Associated Ministries	January 17, 2006

Name as Filed with the IRS: <i>(If different from above or if you have a fiscal agent)</i>

Year Organization Incorporated: 1969

Mailing Address:		
Street: 1224 South I Street		
City: Tacoma	State: WA	Zip Code: 98405

Physical Street Address: <i>(If different from above)</i>		
Street:		
City:	State:	Zip Code:

Web Site Address: www.associatedministries.org

Executive Director:	Application Contact/Title: <i>(if different)</i>
Rev. David T. Alger	Paige Barnett
Phone: 253-383-3056	Phone: 253-383-3056
Fax: 253-383-2672	Fax: 253-383-2672
E-mail address:	E-mail address:

Last grant date: September 24, 2004
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Last grant amount: \$

Date status report sent: June 9, 2005
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Amount of current grant request: \$
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Grant type: <i>(Place an "X" in ONE box)</i>			
General Operating	<input checked="" type="checkbox"/>	Project	<input type="checkbox"/>
Capital	<input type="checkbox"/>	<input type="checkbox"/>	
Other: Describe			

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Please answer the following questions concisely and avoid repeating information. Bullet points are encouraged.

1. General purpose of the organization: *(Include mission statement)*

Associated Ministries is an ecumenical organization representing over 200 congregations, organizations, religious groups and interfaith partners in Pierce County. Our mission is “building community that is humane, compassionate and just . . . through advocacy, education and service.” To fulfill this mission, Associated Ministries provides human services, mediates conflict, is a unifying force for diverse churches and faiths, and acts as a bridge between the secular and religious life.

Our programs serve homeless and at-risk families and individuals, aid the elderly and disabled, those living with mental illness, and families transitioning from welfare to sustainable employment. We also help institutions and individuals work together on difficult issues such as domestic violence, civil rights, police accountability, fair wages, and most recently, financial predators and literacy—issues that are often connected to homelessness and hunger.

2. Geographic area served:

Associated Ministries serves the greater Pierce County community, as well as some parts of King County along the boundary in Federal Way.

3. Clients served: *(Note the number of clients served both during the prior year and this year-to-date. Describe demographics and challenges of clients served.)*

Directly and indirectly, our programs serve approximately 20 percent of Pierce County residents. For 2005, we estimate that we directly served nearly 8,000 clients ranging in age from birth to 90-plus. When considering our indirect services, we served almost 160,000 Pierce County residents with the help of more than 4,000 volunteers. For 2006, our agency has served approximately 600 clients as of January 13. Associated Ministries’ operating core primarily serves churches based in Pierce County acting as a point of information and outreach, convening diverse religious groups and providing them an outlet to literally put their faith into action for the common good. The core staff are also charged with coordinating several direct services programs in addition to or as a part of their regular responsibilities.

Each of the agency’s programs has a different set of client demographics depending upon the focus of the program. Examples of client demographics are listed below:

- Project Interdependence, our welfare-to-work program, serves primarily Caucasian mothers who have not achieved a high school diploma and who tend to be without a partner.
- Paint Tacoma Pierce Beautiful serves disabled and elderly homeowners whose income is below the 50% median income and who cannot physically and financially perform the house repairs themselves.
- The Assets Building Coalition serves low-income and middle-to-low-income families, including locally stationed military folks, who are not financially literate and are targeted by predatory lenders.
- Faith Partners Against Family Violence serves congregational and denominational faith leaders and their congregations by teaching domestic violence awareness in communities that typically have a difficult time admitting that this issue directly affects them, too.
- The Pierce County Hunger Walk has grown to around 1,300 walkers coming from Pierce County schools, businesses, churches, individuals, and other organizations, with a wide range of ages and ethnicities. The money raised from the walk is distributed to foodbanks and distribution centers around Pierce County and the world.

As is evident, one of the greatest challenges we face as an agency is the ability to define ourselves to those people and organizations from whom we are seeking funds and volunteer support. With a vast array of programs, it can be difficult to clearly describe Associated Ministries and what it is we do.

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4. Primary services provided by your organization: *(List primary services in order of priority) – Service areas have been listed according to priority with related programs. Asteriks denote a program coordinated by agency core staff.*

a) Combating Homelessness and Addressing Housing Needs

- **Housing and Shelter Services** received more than 1,650 calls in 2005, helping the homeless find shelter and those facing eviction find resources to stay in their homes. This program coordinates information amongst the county shelter programs and networks with them to maintain shelter opening information for clients.
- For the last 20 years, Associated Ministries has been receiving funding from the **Emergency Shelter Assistance Program*** of Washington, for whom Associated Ministries currently administers \$1,138,174 and oversees the work of 14 programs.
- The **Severe Weather Assistance Program*** provides motel rooms for homeless people when shelters are full during freezing weather. The **Family Emergency Fund*** helps at-risk families with unique emergency needs when other agencies cannot. Last year, these two programs served more than 50 families and individuals.
- **Grand Chance*** is a new program that assists folks facing barriers to housing, like poor credit and rental history, by providing case management support and a monetary back-up guarantee during the first six months.
- **Open Hearth Ministries** in Puyallup specifically serves east county families who have limited or no other resources related to housing and special needs emergencies. The program helped 95 families last year for a total of 780 bednights.
- In 2005, **Paint Tacoma-Pierce Beautiful** brought together 107 teams of volunteers (approximately 2,000 people) to paint 93 homes for low-income elderly or disabled homeowners.

b) Fighting Hunger and Poverty

- The **2005 Pierce County Hunger Walk*** was one of the most successful ever with nearly 1,300 walkers raising more than \$230,000.
- **Project Interdependence** helps families on Temporary Aid to Needy Families (TANF) prepare to be self-sufficient by pairing them with teams of caring mentors, and providing intensive case management for DSHS clients with need of extra care and attention. Project Interdependence helped more than 663 families since this time last year.
- The **Assets Building Coalition** is a new program committed to help low income wage earners build and protect their assets, understand and access the resources to which they are entitled, and become financially literate, so they expect and demand fair treatment in their efforts to move from poverty to self sufficiency.

c) Advocating Against Violence and For Community

- **Faith Partners Against Family Violence** is a partnership between faith groups and secular advocates to motivate faith communities to take action against family violence. The program developed a four-part training curriculum for churches, is conducting a workshop about how to work with perpetrators, and is coordinating with the new Family Justice Center named for Crystal Judson (Brame) to train chaplains who will work there.
- In 2005, the **Chaplaincy (formerly the Mental Health Chaplaincy)**, provided spiritual care and

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outreach to 150 people and their families living with mental illness. In 2006, the Chaplaincy program is expanding to address family violence, specifically staffing the chaplains at the Family Justice Center.

- Originally organized to respond to gangs, drugs, and crime on the Hilltop, the **Hilltop Action Coalition** now also works on other issues affecting neighborhood stability, such as housing, health, and a clean environment. In 2005, the program involved 2,276 residents of the Hilltop community.

e) Educating and Reaching Out

- Since September 2005, Associated Ministries has responded to the **Gulf Coast Hurricane Disaster** by training and organizing Care Teams to serve evacuee families relocated to this area.
- **Moments of Blessing*** services provide support to family, friends, and neighbors in places where homicides have occurred. In 2005, Associated Ministries held 22 ceremonies for Pierce County communities.
- The **South Sound Peace and Justice Center** is hosting an Interfaith Camp for teens in 2006 inviting children of different faiths to come together in a neutral, recreational environment that enables them to talk and learn openly about their various beliefs, in turn teaching tolerance and understanding.
- **CommUniversity** *offers community education with a spiritual dimension. The **Community Services Resource Fair*** informs churches, their staff and volunteers about human services providers.
- The **Interreligious Round Table*** meets monthly and provides meaningful collaboration among representatives of varied faith traditions. Eleven different religious groups participate regularly in the round table. Likewise, annual **Thanksgiving Eve***, **Week Without Violence***, and **Week of Prayer for Christian Unity*** services bring together different traditions in interfaith or ecumenical worship.

5. What unique role does your organization play in providing these services?

Associated Ministries' role is unique in providing these services because we act not only as a resource for services, but also as a convener of the resources and of programs with similar goals. For example, the Emergency Shelter Assistance Program provides funding to all the area shelters and programs in Pierce County, which is distributed by our agency. The Pierce County Hunger Walk raises funds for food programs in the county and around the world. Fifty percent of all Hunger Walk pledges must go to the Emergency Food Network based in Lakewood, Washington. The remainder may be designated here or elsewhere as preferred by the walk teams and pledges. Likewise, Associated Ministries was one of the lead agencies calling for police accountability after the murder of Crystal Judson-Brame, and was instrumental in the development of the Family Justice Center where our Chaplaincy program is now providing counseling services to those affected by domestic violence.

6. Who else offers similar programs in your service area? How do you work with other service providers in your community?

Associated Ministries is unique in the South Puget Sound area, both in terms of the broad scope of its services and in terms of its connections to differing faith congregations. Some organizations offering similar programs in our area include the following:

- **Centro Latino** offers family services including case management and domestic violence support specifically to the Latino/Spanish speaking population in Tacoma.
- **Safe Streets** organizes communities neighborhood by neighborhood to create safe environments for its citizens. This program serves the wider Tacoma-Pierce County region, while our **Hilltop Action Coalition** focuses specifically on one area of the City of Tacoma that was a reknowned trouble spot with the highest crime rates and violent incidents in the community.

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- **Local churches, shelters, the Salvation Army and others** provide rent, utility, and medical assistance, as well as transitional housing; whereas, our role is to coordinate such services.

Our agency works with other service providers by referring clients we cannot assist to more appropriate agencies, as well as receiving such referrals from these partners. We also work with these agencies in a forum called the Human Services Coalition, spearheading critical issues in our area and representing the human services organizations of Pierce County before the Washington State Legislature.

7. Does your organization have a current strategic plan? If so, how many years does the plan span and what are the top three goals?

Associated Ministries had a short-term strategic plan developed in 1999 and executed in 2000. The board and staff have been continuing to use this plan as a temporary framework, until a multi-year, visionary plan addressing the agency's and community's needs could be crafted and launched. Associated Ministries' board is in the final stages of the development of this plan based on staff and client feedback. The board will approve the plan at the February annual meeting, and we will initially implement it by late-spring 2006.

8. What are the long-term funding plans for support of your organization's operating budget?

Associated Ministries operates a fiscally sound budget that maximizes our program dollars by keeping our costs down, even when costs continue to rise. In 2005, our operating overhead totaled 8%. In order to maintain this low operating ratio, our long-term funding plans include the expansion of our donor base, focusing primarily on individuals, businesses, and churches. We seek to better utilize our business partners with underwriting of major events, in addition to in-kind services and annual giving. And, we will continue to raise funds through our annual dinner and auction which is currently in its 23rd year, as well as through grant requests to a variety of foundations which are most pertinent to our agency's current projects and focus. Associated Ministries also aims to increase board participation in fundraising by involving members in community outreach activities. Moreover, we are currently exploring the possibility of hosting an additional annual event.

9. What is your cost of fundraising? Briefly explain.

Associated Ministries fundraising is achieved primarily through our annual Spring Celebration which includes dinner and a live and silent auction. Expenses for this event total approximately \$**** or 0.007% of our operating budget.

10. What is the total number of your staff?		
FTE's:	Volunteers:	Total Annual Volunteer Hours:
17	4,000	More than 23,000

11. Salaries and titles of top three people on staff:	
Title:	Salary:
Executive Director	

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12. List the names and affiliations of your board of directors:

In the third column, please indicate the specific office held. **Please put an asterisk by those members who also serve on the Executive Committee (if applicable).**

Name:	Affiliation:	Board Office:
Rev. Arne Bergland*	Spanaway Lutheran Church	President
Kate Amundson*	Visitation Catholic Church	Vice-President
Connie Robey*	First Christian Church, Sumner	Secretary
Jeff Cunningham*	St. Luke's Memorial Episcopal Church	Treasurer
Rev. Julia Price*	United Methodist Church at Lakewood	Immediate Past President
Susan Smith	Fox Island United Church of Christ	
Ken Swanson	Mountain View Lutheran Church, Edgewood; Independent consultant	
Rev. David Brown	Westminster Presbyterian Church, Tacoma	
Mar Corpuz	Holy Disciples Catholic Church, Puyallup; Tacoma Rescue Mission	
Rev. Warren Freeman	Allen A.M.E. Church, Tacoma	
Gordon L Aleshire	Pierce County Planning and Land Service	
Rev. Adam Harmon	First Christian Church, Tacoma	
Rev. Gregory Christopher	Shiloh Baptist Church, Tacoma	
Rev. Dr. Joanne Carlson Brown	United Church in University Place	
Rev. Charles Carlson	Little Church on the Prairie	
Carol Moon	First Presbyterian Church, Puyallup; Small business owner	
Amir Abdul Matin	Islamic Education Center; Investment Counselor	
Chris Gilbert	Spiritual Assembly of Baha'is of Tacoma; Business Dept. Chair, Tacoma Community College	
Farishta Karen Lindsay	Faith in Action – A Wellspring Project	
Joyce Newman	Temple Beth El; retired	
Sylvia Kauffman	Unitarian Universalist Association; retired	

13. Board of directors: *(Fill in with a number or percent on questions a through c)*

a. How many meetings were held last fiscal year for the:

10	Governing Board?	3	Executive Committee?
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b. What was the average meeting attendance last fiscal year as a percentage?

67%	Governing Board?	89%	Executive Committee?
		(due to illness)	

c. What percentage of your board members contributed financially in the last fiscal year? 73% of our board members directly contributed to Associated Ministries in 2005; however, as our board is primarily comprised of pastors, several opt to contribute through their representative organizations. Given this fact, 92% of our board donated to the agency in 2005.

SPECIFIC GRANT REQUEST

14. For what purpose are you requesting funds? What community need would this address? Please state the amount you are requesting and the type of support you need in the first sentence.

*Associated Ministries seeks \$*** from the Medina Foundation for general operating support. As an agency, this request would help us to fulfill the following needs, as well as others, by enabling Associated Ministries to provide these programs at a central location and at a lower cost versus each program operating on an individual basis:*

- More than 2,000 homeless people live in Pierce County, though the number is estimated to be higher by various agencies due to the subjectivity of counting methods especially in the county's rural areas. These people need assistance finding food, shelter, and resources to help them get off the streets be it for the night or permanently via transitional housing and support;
- Three major root causes of homelessness in Pierce County are substance abuse, domestic violence, and mental illness. Our clients need help addressing these issues either before or while attempting to improve their current living conditions. We specifically address the areas of domestic violence and mental health;
- Low-income residents need assistance with urgent needs and improving their financial practices that put them at risk financially (i.e., using high interest predatory lenders) and which could potentially lead to homelessness;
- Low-income elderly and disabled homeowners need assistance maintaining the outside of their homes,
- Local neighborhoods need help beautifying run-down properties, accessing delinquent landlords, and coordinating with local authorities to stave off crime and maintain or increase property values.

This request would also fulfill the community's need for a leader and convening agency that is representative of the faith communities, and which has a long-standing and strong reputation for bringing together diverse community voices to address difficult issues that affect all of us. The Washington State Department of Community, Trade, and Economic Development recognizes Associated Ministries ability to fulfill this capacity, and as such, we have been the designated lead agency in Pierce County to coordinate the distribution of the Emergency Shelter Assistance Program (ESAP) funds for 20 years. We're also designated by the county to distribute 2060 funding for shelter programs. Funding from the Medina Foundation would enable Associated Ministries to continue in this leadership role, as well as in fulfilling the faith community's need for an outlet to which they can turn when seeking ways to help the local community.

15. & 16. Describe project objectives; Please describe your specific workplan with a time frame for accomplishment:

Because this is a request for operating funds, the timeline will be based upon our fiscal year, which is the calendar year. As an agency, Associated Ministries' principal objectives are to perform and/or accomplish the following as it pertains to the operating core:

- Continuously increase awareness in Pierce County of Associated Ministries and its activities;

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- Maintain Associated Ministries' role as a leading nonprofit agency, coordinating efforts with various state and local agencies around important issues for the community and clients we serve;
- Facilitate effective and efficient services to our target populations, and carry-out our goals in our four major service areas.

Programmatically, Associated Ministries aims to execute or achieve the following:

Combating Homelessness and Addressing Housing Needs	
Paint Tacoma-Pierce Beautiful	Paint 100+ houses by September 15
Housing and Shelter Services Program	Field phone calls and assist walk-ins seeking housing assistance; network and coordinate among area shelter programs
Emergency Shelter Assistance Program*	Distribute program funding to shelter programs; oversee accountability program for shelter residents
Severe Weather Program*	Provide motel voucher during freezing weather periods
Family Emergency Fund*	Serve families through year; Host its fundraiser in December
Grand Chance*	Move the program under the oversight of the Housing Coordinator; serve families and individuals through year
Open Hearth Ministries*	Serve east and southeast county families throughout year
Fighting Hunger and Poverty	
Pierce County Hunger Walk	Walk on October 1; raise \$250,000 by end of year
Project Interdependence program	Serve individuals and families throughout the year
Advocating Against Violence and For Community	
Faith Partners Against Family Violence	Host 2 training workshops;
The Chaplaincy	Provide staffing at the Crystal Judson Family Justice Center; determine additional areas to serve
Mental Health Chaplaincy	Maintain under the Chaplaincy program throughout year; survey to Mental Health Centers
Hilltop Action Coalition	Continue throughout the year; Increase overall participation
Human Services Coalition*	Active members
Educating and Reaching Out	
Disaster Response – Katrina Project	From November 2005-May 2006, help evacuee families to settle in our area by providing assistance through trained Care Teams
Moments of Blessing*	Host as called upon by the community
CommUniversity*	Host in March; aim to diversify audience
South Sound Peace and Justice Center	Plan and host Interfaith Camp August 2006
Brown-bag educational forums*	Initiate at least 1 and invite churches and partner organizations
Human Services Resource Fair*	Host in October; intend to increase overall attendance
CHANNEL* newspaper	Publish 10 times throughout the year; aim to increase audience
Pierce County Religious News* (electronic)	Email every 2 weeks throughout the year; aim to increase audience
Annual Thanksgiving Eve* service	Host in November; maintain audience numbers; coordinate Interfaith Roundtable
Week Without Violence* service	Host in October; aim to partner with Faith Partners program to increase general awareness around domestic violence

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Week of Prayer for Christian Unity* service	Completed in January; planning for '07
Website	Move Directory of Churches to website
Lobbying, conflict resolution, and issue advocacy	Perform as needed

17. How do you evaluate and monitor results?

To measure our success and effectiveness each program receives an overall annual evaluation based on both measurable goals and qualitative feedback from those we serve. The Program Committee and the Executive Director also perform periodic reviews and evaluations of the agency and its programs to ensure overall efficacy and that our actions adhere to our mission and goals.

For 2006, Associated Ministries will measure and evaluate its progress in the following ways:

- **Public Awareness of Agency** – Initiate system to monitor the number of website hits each month; track number of first-time donors to agency’s operating budget and measure whether this is an increase or decrease from the previous year;
- **Leadership Role** – Track number of new and expanded or reshaped agency programs; note ability to serve short-term issues via numbers of clients served, quality of service and end results for families;
- **Core Facilitation** – Administer an administration-to-programs survey; evaluate program and agency growth, overall efficiency, and any notable internal improvements that could or need to be made.

18. Results or status to date:

To date, Associated Ministries has accomplished or achieved the following:

- **Week of Christian Unity** – Held January 18 to 25, Associated Ministries coordinated 4 interfaith services in churches around the county;
- **CommUniversity** – This program is in its final planning stages; registration is open; more classes and a more diverse array of classes are being offered than previous years; the University of Washington Tacoma committed to hosting CommUniversity in 2008 in collaboration with several local museums;
- **Interfaith Camp** – The Interfaith Camp has secured necessary funding and the location;
- **Moments of Blessing** – 3 ceremonies held to date
- **Family Emergency Fund** – Annual fundraiser held in December, raised over \$14,000; the fund has been a prominent resource for the Hurricane Katrina Project
- **Severe Weather** – Severe Weather was called for two weeks in December; depleted funds have been replenished thanks to an emergency grant from the Ben B. Cheney Foundation, United Way and Pierce County
- **Assets Building Coalition** - Associated Ministries is a member of this group; the agency agreed to lead the curriculum development phase over the next 6 months and engage community partners; to-date we’ve contracted a coordinator and will host the first development retreat in March.
- **Hurricane Katrina Project** – Initiated November 2005 and scheduled to end May 2006; we’ve trained 250-plus volunteers and matched 47 Care Teams serving a total of 124 people; collaborating with other agencies, we organized a one-day Assistance Workshop where evacuees could connect with free services and support; we also co-hosted a Thanksgiving Dinner and Christmas Eve Celebration for evacuees; additionally, we hold monthly Care Team meetings for our volunteers to receive support, and learn about additional resources that can help the families they are serving.

19. What is your plan for future funding for this project? (If this request is for general operating support and you already answered this question in number eight, please skip this question.)

Please see question eight.

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I hereby certify that information contained in this proposal is correct and true:

Board President: _____
Signature

Date: _____

Print Name

Agency Director: _____
Signature

Date: _____

Print Name