

A renewed
MISSION,
a renewed
VISION

2016-2017 Annual Report



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Our Mission

Offering God's Help, Hope and Healing to the most impoverished members of our community.



“It is a terrible thing **TO SEE** and have **NO VISION.**”

— Helen Keller, *Biography*

A renewed **MISSION**, a renewed **VISION**

After completing my second full fiscal year of executive leadership here at the Mission, I am now more convinced than ever that the Rescue Mission is God’s endeavor and remains God’s endeavor. I’m not just referring to the fact that we talk freely about Christ’s love in this place, that we pray regularly and break open scripture together at the Mission. What I mean is this: It is in the very nature of God to care for the broken and the lost. Rulers rise and fall; God’s love for the hopeless and hurting never fades. Thus, standing for redemption and restoration in this crazy world is to stand on the most solid ground there is.

Here are some of the signs of that solid footing from this past year:

- We have come through a tough financial period in the organization’s history, have focused on our fiscal health, and have now replenished a healthy and appropriate level of cash reserves.
- We have expanded our reach in Pierce County, particularly in our family shelter capacity, increasing by sixty percent the number of families we can shelter each night.
- Most importantly, we have grown in our reputation as a go-to partner in the Pierce County community to engage and bring about real change amongst our homeless neighbors. We have expanded our volunteer department and deepened our relationships with churches and community organizations.

All of this has led us to a place today where, having laid the groundwork for a strong future, we are now together asking what God

might have in the next stage of life of the Tacoma Rescue Mission.

In the past fiscal year, our Board of Trustees has adopted a new driving vision statement, that “**every homeless person in Pierce County would have access to a *complete and permanent pathway* out of poverty as they pursue God’s plan for their lives.**” Today, we are solidifying this vision into a strategic plan, particularly in how we cover the map of needed service throughout all of Pierce County and fill the wide gaps that currently exist in this pathway.

Once such gap that you’ll read about in this report is our new *Enterprise Initiative*, providing real jobs to our homeless clients, thanks to the diligence of local business leaders.

But we continue to have confidence that this plan is something initiated by God, one that we simply have the privilege to come alongside and be apart of. As you read through our 2017-18 annual report, I would ask you to prayerfully consider the work that God has already begun within you, and how it might align with the Tacoma Rescue Mission.

In His Grace,

Mike

Mike Johnson
Executive Director



Our Vision

That every homeless person in Pierce County has access to a permanent pathway out of poverty as they pursue God’s plan for their lives.

From Violent Gang Member to **WORLD'S GREATEST MOM!**

If you met Stacey two years ago, you would have been scared to death of her. And she would have wanted you to be afraid. Stacey was affiliated with the notorious Original Loco Boyz gang on Tacoma's East Side. Angry, violent and drug addicted, she was a danger to anyone around her. But then, something miraculous happened . . .

STACEY'S STORY

It began early for Stacey. She lived in a gang-infested neighborhood in the Salishan housing projects. Her older brother was already involved in gangs when she was born. By the time she was nine, Stacey was already drinking and getting into trouble. Dropping out of school at twelve, addicted to meth by the time she was fifteen . . . arrested, she landed in and out of juvenile detention multiple times for violence . . . this was Stacey's life.

"I've seen my friends murdered, and just horrible things. I was on meth for 14 years. I was very dark; I was bitter, sad, and angry at the world. Either somebody was going to kill me or **I WAS GOING TO KILL MYSELF.**"

IF EVER THERE WAS SOMEONE WHO HAD NO HOPE LEFT IN LIFE, IT WAS STACEY.

Two years ago she was arrested again and put into jail. This time she lost everything: her car, her house and her two little boys. In jail, she realized she couldn't continue living that way anymore. It wasn't the life she wanted for herself – or her boys.

When Stacey was released, she came to the Mission, hungry, desperate and looking for a change. At first, she thought she'd just play the game until she got back on her feet. But that didn't last long. She tells us,

"I remember one day, I was thinking about leaving the program; it was like my first three months in, and it was five o'clock in the morning. I was outside and looking up, I was like, "God, if you want me to stay here, just give me a sign." Then what they said in devotions was exactly what I needed to hear. I just started bawling, and I was like, "Oh, my goodness. He's real." Yes, it's powerful."

STACEY CROSSED THE BRIDGE

Last fall, Stacey graduated from our addiction recovery program. She's regained custody of her young boys and has been sober and drug free for two years. She's already enrolled in Pierce College and is a doting mother to her sons.

Stacey has gone from hopeless to having a bright future, full of promise. In her own words:

"I was hopeless. I never thought I could come this far. This is the only program that's ever worked for me after a 14-year addiction. I'm clean; I'm living a Christian life. I'm in school right now, working to get my Associate's Degree in Science. This place is life changing. They call it the New Life Program, and I'm proof that it actually, really gives you a new life!"

"I just started bawling, ... Oh, my goodness. **HE'S (GOD) REAL.**"

— Stacey





“The Rescue Mission took care of me.
I THANK GOD!”
— Kenneth

When a single catastrophe triggers **TEN YEARS OF BEING HOMELESS . . .**

Kenneth didn't become homeless by choice. When Hurricane Katrina ravaged New Orleans over ten years ago, Kenneth's life was devastated. Not only was his home destroyed, he lost his mother, a sister and his only brother – three of the 1,833 people who were killed during that tragedy. Forced to stay in a makeshift shelter, Kenneth struggled with the overwhelming loss of his family.

That one single catastrophic event changed his life instantly!

Depressed, homeless, jobless and lonely, a “friend” told him to come to Tacoma where he would help him. Kenneth saved up enough bus fare to come north. That's when things got worse!

A THANKSGIVING MEAL BRINGS HEALING

When Kenneth arrived in Tacoma, he found his friend had no place for him to stay, he had no leads for jobs . . . he wouldn't even help Kenneth with food!

Alone and in a strange city with no friends or resources, Kenneth ended up on the streets, his depression growing daily.

Eventually he lost all hope . . . wandering the streets for almost ten years and losing his ability to think or act clearly. He spent nights sleeping in a dumpster until he “graduated” to an abandoned car. He became malnourished and confused.

Then came that fateful night — Thanksgiving night — when he found the Mission.

His stomach growling with hunger, Kenneth came into our dining hall looking barely alive. Our staff and volunteers immediately welcomed him in and served him a big plate of food. But that wasn't all. Today, Kenneth remembers:

“What a relief. I see I can take a shower. I can get clean clothes. I can have food, good, hot food. I can have a place to stay. I thank God. The Rescue Mission took care of me.”

A FRESH START

After ten years of living on the streets, that Thanksgiving meal was the start of a whole new life for Kenneth!

He came back and joined our program. He got the counseling he needed. We provided job training, we even helped him get his driver's license.

Today Kenneth is working full time, and he is saving his money so he can soon move into his own apartment.

A warm, nutritious meal that someone like you provided opened up a world of opportunity and change to Kenneth. **That's the power of a Rescue Mission meal!**

GOD HAD A PLAN
more grand than
Kenneth could have
ever imagined!



Key ACCOMPLISHMENTS

1. FAMILY SHELTER EXPANSION

In the winter of 2015, we opened our Adams Family Campus to shelter more families on cots and mats on the floor. The response was overwhelming, with our facility packed to the brim every night of the winter.

Recognizing the growing need and with our strong conviction that no child should have to spend a night sleeping in a tent or in a car, the Rescue Mission committed to expanding our family shelter capacity this past year.

Moving other programs off site, in 2016-17 we increased the number of families that we can shelter at any time from 20 to 32, an increase of 60%. Having exponentially expanded our capacity, we continue working to build capacity of our youth program and services to offer long-term sustainable pathways out of poverty for these families.

2. TOFS (Temporary Off-Site Family Shelter) PILOT PROJECT

We at the Mission are constantly seeking new and innovative strategies to better serve our homeless neighbors. Recognizing the continued need for family shelter, we launched a pilot project with the City of Tacoma, Altheimer Memorial and Bethlehem Baptist Churches, and Sound Outreach to extend more overnight shelter to families in Pierce County.

Our church partners opened their doors to as many as 10 families per night, we provided specialized staff, case management and meals, and Sound Outreach helped families find housing. We are now working with our community partners to evaluate this project and explore how we can better collaborate as an entire community to meet the needs of our homeless neighbors in Pierce County.

3. LAUNCHED COUNSELING PROGRAM

The homeless are 4 times more likely to have a severe mental illness. As the Rescue Mission seeks to offer God's help, hope and healing, we have recognized how essential it is to address mental health needs.

To meet this essential need, the Rescue Mission fully implemented its Counseling Program this past year, thanks to generous initial funding from the Stewardship Foundation. Focusing on our clients in our recovery program in this first year, 54% voluntarily participated in counseling.

We are eager to expand the opportunity to engage in high-quality mental health counseling to all our homeless neighbors in Pierce County.

4. YOUTH BUILDING REMODEL

Believing prevention to be a key to reducing homelessness, the Mission has made a strategic focus to invest in our youth that we serve. With early and consistent nurturing and intervention, children can increase in resiliency and learn to overcome the traumatic experiences of poverty and homelessness.

Providing the groundwork for a strong long-term youth program, we launched a campaign to build an Early Childhood and Youth Education Center. This building will allow for increased classroom capacity, upgrade safety and accessibility, and provide space for year-round outdoor play.

Thanks to our generous donors, this project was fully funded, and the final building will be completed in the fall of 2017.



A professional coach training an employee to activate his **GOD-GIVEN POTENTIAL**

EXCITING NEW PROJECTS on the horizon

1. LAUNCHED ENTERPRISE INITIATIVE

Too often, Rescue Mission clients make it off the streets through shelter and recovery services only to fall back into homelessness after failing to find sustainable employment. With our strategic vision of providing a complete and permanent pathway out of poverty for our clients, jobs are essential!

To address this challenge, the Rescue Mission launched its enterprise initiative—partnering with local business leaders to provide career opportunities, mentoring and employment skills to formerly homeless and addicted men and women.

The Enterprise initiative builds small innovative, scalable businesses that give employees an opportunity to activate their God-given potential. Clients receive training in a skilled profession and coaching in management, accounting, marketing, and customer service by local business leaders, serving as mentors. In addition, employees have access to ongoing leadership and franchise opportunities in dynamic growing small businesses.

Our enterprise, Rescue Services, is an independent company that offers high-quality, competitively priced pressure washing and junk removal services staffed by our clients.

We are grateful for the local business leaders spearheading this initiative through an active steering committee, including:

- **John Pulliam** — Enterprise Initiative Director, former financial analyst and graduate of Columbia Business School
- **Bruce Bodine** — Local entrepreneur CEO of Bodine Enterprises, former trustee of the Tacoma Rescue Mission
- **Chris Roberts** — President of Fusion Sales and Marketing, INC
- **Corry McFarland** — Retired President & CEO of McFarland Cascade
- **Brad Halbach** — Founder of Allied Trade Group, Founder and Managing Owner of High Trek Ventures LLC, President and Founder of Seek Ye First Foundation
- **Bruce Merrell** — Executive coach, Managing Director of Definitive Advisors LLC, Investment Advisor

Senior **STAFF**



Mike Johnson
Executive Director



Sue Horgen
Senior Director of Finance
& Administration



Stacy Cleveland
Senior Director of
Operations & Outcomes



Noah Baskett
Senior Director of
Community Engagement

Board of **TRUSTEES**



Katie Bering
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Kandi Crawford
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Director of Community
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Toby Z. Jackson
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TZ Jackson, CPA, PLLC



Tilthon Sugi
Hawaii Department
of Parks & Recreation,
Retired



Bob Friesema
Electrical Engineer,
Magnum Venus
Products



Gary Viers
Tax Analyst, Professor,
University of
Washington Tacoma



Tim Walter
Sr. Director of
Development & Asset
Management, King
County Housing
Authority



John Gaines
737 Programs Business
Operations Team Integrator,
The Boeing Company



Jon L. Ruckle
Principal & Founder
Pacific Pharma Group, LLC



**Lawrence
Hackman**
Pastor, Chapel Hill
Presbyterian Church



Our Purpose

We help all people; including clients, volunteers, donors and staff, to become their best. We provide emergency services such as shelter and food to the homeless or hurting; offer self-sufficiency programs to help lift a person from poverty and break the chains of addictions; support prevention programs and share our Christian faith.

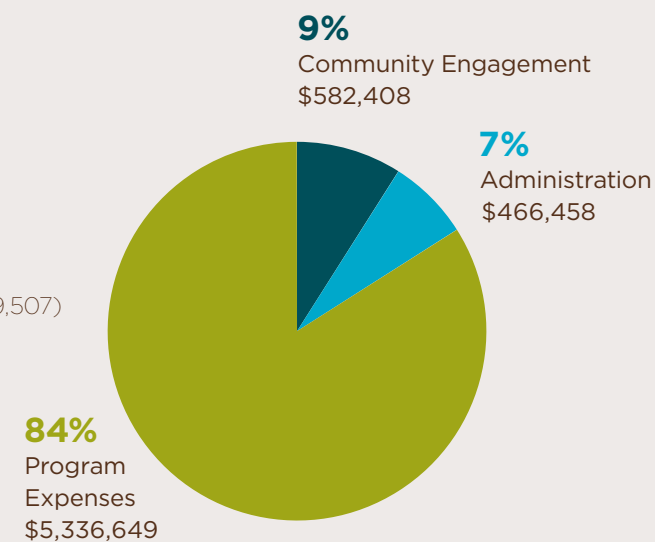


2016-2017 **FINANCIALS**

Expenses:

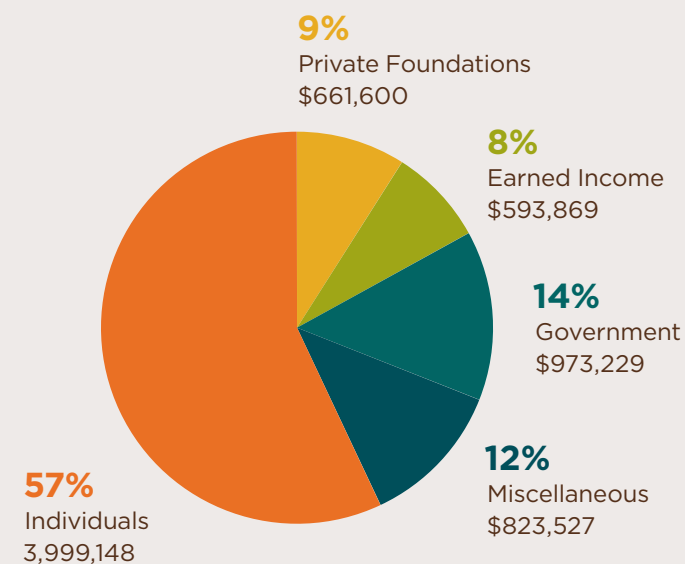
\$6,385,513

Depreciation: (\$549,507)



Revenue:

\$7,051,373



Key **OUTPUTS/OUTCOMES** for the year



GOOD NEIGHBOR CAFÉ: This year, we provided over **311,000** hot, nutritious meals to the homeless impoverished

in our community. It is often a meal that is the gateway of providing permanent housing, educational services, mental health counseling, and addiction recovery.



MEN'S SHELTER & SERVICES: We provided over **49,000** nights of warm, safe shelter to over **1,200** homeless men. In addition, in 2016-17, 272 of our clients obtained housing, **142** reentered the workforce, and over **52%** increased their income while staying with us.



ADAMS STREET WOMEN & FAMILY SHELTER: The Rescue Mission believes that no child should have to spend a night sleeping in a van or outside. In

2016-17 we provided over **32,000** nights of safe and secure shelter to vulnerable families working with our case managers, over **47%** of those families successfully secured housing prior to their exit and **65%** obtained employment and another **39%** increased their income in other ways.



NEW LIFE PROGRAMS: Through our intensive 12-month, faith-based residential addiction-recovery program, **46** men and **37**

women became clean and sober. Among clients served, **58%** progressed and graduated the program. While recovery is a long and arduous journey, **54%** have maintained their sobriety after **2 YEARS**. That is over **4 TIMES** the national average.



CHALLENGE LEARNING CENTER: Offers Adult Basic Education, literacy courses, assists clients in earning a high school diploma

and accessing post-secondary education. Last year, we tutored **84** students through over

9,400 of service. Additionally, our career navigator assists clients in reentering the workforce. Last year, over **33%** of clients increased their knowledge to college-ready level of education. Of last year's clients, **71%** enrolled in college or vocational program and **38%** secured employment.



TYLER STREET FAMILY HOUSING AND JEFFERSON APARTMENTS: Our Tyler Street Campus and Jefferson Apartments offer individuals and

families long-term clean and sober affordable housing. Through 15 units at our Tyler Street location and **41** units in our Jefferson Apartments, we are providing a way for our clients who were previously homeless to have safe, secure housing, while still staying connected to all of the service and supports of the Mission.



YOUTH PROGRAM: Our youth program provided **6,273** hours of tutoring, in-school support, mentoring, and experiential learning

to over **300** homeless, traumatized children and teens residing in Rescue Mission shelters and housing. In 2016-17, **87%** of enrolled children exhibited an increase in positive social and interpersonal behaviors—resulting in better academic engagement in the classroom.



GIFTS IN KIND: Community members gave over **34,000** articles of clothing, hygiene, and household items to the Rescue Mission. These were freely distributed to those in need



SEARCH AND RESCUE Search and Rescue provides street outreach to homeless neighbors still living on the streets. Staff and volunteers meet

our homeless neighbors on the streets of Pierce County. We share stories, prayer and hugs. We distribute food, water, clothing, and blankets. We build trust and invite them to the mission for a warm bed and an opportunity to rebuild their lives. Last year, we ministered to over **3,700** homeless individuals on the street, distributing over

3,400 meals. Further, we brought back **76** men, women and children off the street to our shelters for a chance to work with us in building a better life.



VOLUNTEERS: **9,805** dedicated volunteers contributed over **55,000** hours to the Rescue Mission this past year.

Volunteers help in the kitchen, serve meals, mentor and tutor our youth, organize donated items, teach classes, maintain the facility, perform data entry, participate in our Search and Rescue Street Outreach and help in so many other ways. It is only through our dedicated ministry partners—individuals, churches, schools, families and businesses—that we are able to fulfill our mission, offering help, hope and healing to the most impoverished members of our community.



Our Core Values

Calling: *We believe that God loves and cares for every single person, and is not willing to write off anyone. God has made us all in God's Image with irreducibly divine value, dignity and purpose. We grow deeper in this truth as we answer God's call to courageously offer our homeless neighbors HIS help, hope and healing.*

Courage: *God's calling is into a twilight landscape of wreckage and dysfunction, in which the pathway forward is lit only by a belief in His ability to raise the dead. It takes courage to choose faith, hope and love in the face of brokenness.*

Culture: *God's plan for healthy people is actuated through healthy, loving relationships which are the reason for, the vehicle of, and the reward of change. Our relational culture is the gift we offer to our clients.*

Quality: *Because we recognize the divine image of God in every individual, we strive toward the highest levels quality. In all of our programs and services we seek to uphold the God-given dignity of our clients and to measure our efficiency and effectiveness in bringing about positive, lasting change in individuals and our community as a whole.*



Rescue Mission
HELP • HOPE • HEALING

P.O. Box 1912 | Tacoma, Washington 98401-1912 | (253) 383-4493 | www.trm.org

The Rescue Mission, a 501(c)3 non-profit agency, was founded in 1912 as a safe haven for people in need of basic services. For the past 105 years, the Rescue Mission has grown in its ability to offer residency-based intervention programs to people experiencing homelessness, alcohol and drug dependency, mental health issues, and poverty. Today we are one of the largest providers of emergency services in the State.