Whoever is kind to the poor lends to the LORD, and he will reward them for what they have done.

Proverbs 19:17
# TABLE OF CONTENTS

MESSAGE FROM MIKE JOHNSON, CEO  
4

WHY UGM?  
6

I. LOVE THE HURTING

SERVE WITH THE COMPASSION OF CHRIST  
8

II. LIFE TRANSFORMATION

FAITH THAT CHANGES LIVES  
10

III. STREET IMPACT

IMPROVING THE ENVIRONMENT ON THE STREETS  
12

IV. ECONOMIC OUTCOMES

ACHIEVING HOUSING AND EMPLOYMENT  
14

V. EMERGENCY SERVICES

RESOURCES FOR NEIGHBORS IN NEED  
16

VI. COMMUNITY BENEFIT

INVESTED IN IMPROVING YAKIMA  
18

VII. STEWARDSHIP SUMMARY

VALUE OF MINISTRY AND FINANCIALS  
20

THRIFT IMPACT  
21

BOARD LEADERSHIP, VOLUNTEERS, PARTNERS  
22

DATA BY PROGRAM  
23

On the cover:  
Sam
Welcome to IMPACT, the annual report of the Union Gospel Mission of Yakima, Washington (YUGM) covering the fiscal period from July 1, 2020 to June 30, 2021. Since 1936, YUGM has been the local Christian community’s primary expression of God’s love for our poor and homeless neighbors. Simply, we follow Christ by helping people move from homelessness to wholeness.

Night and day, God calls to His lost and broken children trapped in substance abuse and mental illness. His commitment is unwavering. And this community has supported the Mission to be here night and day for 85 years, so that help is ready at every moment and in every instance.

Since the last edition, the Mission has grown in some important ways. Our 2021 edition will tell you about advances in outreach, increases in outcomes, and new levels of stewardship. But the Mission sustained severe losses in volunteerism due to COVID. This has meant an even heavier burden on our staff, who still somehow accomplished more this year than ever before!

We believe these to be the most important ways the community counts on us. Because we want to know if we are succeeding, YUGM measures our work against these expectations. Each chapter of IMPACT contains a selection of some of the measurements we use to evaluate our effectiveness.

We organize IMPACT around six questions:
I. How is the Mission doing at expressing the compassion of Christ?
II. How are we giving opportunities for life transformation in Christ?
III. How are we reducing the impact of street homelessness on our city?
IV. How are people getting into jobs and housing through our work?
V. How is the city served through our part of the social safety net?
VI. How is Yakima a better place because the Mission is here at work?

This brings me to share with you an ironic and fascinating point: we do not measure outcomes as a way to drive donations. Of course, each of our over 7,000 donors want to know that their gift is making an impact! That’s exactly why this magazine is named IMPACT. But we actually measure our effectiveness for the sake of the people coming to us for help.

Our promise to those in need is, because of your generosity, the Mission can help them. The poor and uninsured can see a doctor. The addicted can get clean and sober. The lost and broken can receive forgiveness. The hungry are fed. The homeless are housed. The vulnerable are safe. The outcast is now a contributing and thriving member of society, worshipping among the redeemed with chin up and hands raised!

If our clients could do it all themselves, they wouldn’t need the Mission. But they come... by the thousands. It’s true! The Mission served well over 4,000 different people in this fiscal year. The real number might be over 5,000, but it’s actually impossible to fully know.

The point is that they come in these numbers because we promise them we can help. That is a promise we need to keep! We simply must know that what we do works. If it doesn’t work, we must make it work right away. This promise is sacred to us.
We live to express Jesus’ teaching that if we love God, we must then love our neighbors as ourselves (Mt 22:37-40) as if everything is hanging on these two commands. Everything we do at the Mission—shelter or food or medical care or helping poor kids succeed— is simply to give others the same opportunities to thrive that God has graciously given to us.

It is also the case that generous people such as yourself want to know how to help. You want to know that our work is effective because you have a sacred opportunity to make an impact with your support. In this edition of IMPACT, you will find all the information you need to know your gift to YUGM makes a real and lasting difference in the life of someone in desperate need.

That promise is sacred to us as well. But effectiveness isn't the only promise we make to our supporter. We promise to achieve the most possible good with the support entrusted to us. In other words, we promise to be efficient as well as effective. Chapter VII describes our stewardship of your support.

We are delighted to tell you that by growing the Mission's ability to earn income through our thrift enterprises, an unprecedented percent of donor support is going to programs that change lives and help people. By the end of the fiscal year, thrift operations crossed an important threshold. YUGM no longer needs to divert a single donor dollar for administration.

A non-profit big enough to do everything the Mission does—to help thousands of people a year—will also be big enough to need staff in Human Resources, accounting and finance, and so on. Our supporters understand that, and we have always kept those expenses within the best practices of non-profits.

But by covering those costs a different way, YUGM is able to do more for those in need. Every dollar no longer needed for administrative costs can be directed back to helping people, which is the only reason we exist in the first place! This type of income is like a matching gift to the Mission.

The bad news is that homelessness is not likely to decline in general. We can overcome it in specific people and maybe even in a specific place. But in cities up and down the west coast, homelessness has resisted every effort to find large-scale solutions. This is partly due to governments viewing homelessness as a shortage of housing rather than a surplus of brokenness. As a result, their goal is often simply to reduce the harm of homelessness.

The truth is that street homelessness really results from a person's inability to successfully participate in general community—in a workplace, in positive relationships, and in a family safety-net. The more a person experienced childhood trauma, the more likely they are to experience homelessness as an adult. This has been demonstrated in multiple significant bodies of research. And our society isn’t reducing the rate at which it breaks people. That rate is increasing.

The good news is that by God’s grace, we can still make a difference locally. Your partnership and support have enabled the Mission to move someone up and out of our shelter every three days. That's right: 117 people were moved up and out of our shelter this fiscal year. Another 52 responded to outreach and chose to come in off the street. Dozens found faith, hundreds were prayed with and received ministry.

We may not have the levers to change the rate at which our society is breaking people. But we can increase the amount of healing we have to offer! And we believe that by following Christ into this work, we have access to an unlimited amount of healing! The difference that’s made is often like night and day.

We thank God for giving us this opportunity, and we thank you for helping make that possible.
WHY UGM?

OUR APPROACH

OUR CORE VALUES  Fig. 1

Helping people thrive and develop in the face of a combination of challenges requires us to value love, professionalism and outcomes.

Firstly, only love heals. Only love changes anything. In fact, we believe that the love of God expressed in Jesus Christ is the great change agent of the universe.

Secondly, professional-grade skills are required to effectively love the adult survivors of severe childhood trauma. This is difficult work to do well. Our staff receive training in Mental Health First Aid and trauma-informed care. The majority of our executives have post-graduate degrees.

Thirdly, we rigorously measure all of our programs for quality, effectiveness and outcomes. For example, in this reporting period our shelters ended homelessness for 127 people. Our recovery graduates stay sober at five times the national average of other drug treatment programs. Lives are saved; souls are saved.

OUR STRATEGY  Fig. 2

We desire to make a meaningful difference to lessen the impact of street homelessness in Yakima and its surrounding areas.

By partnering with police, courts, & service providers to actively steer people from illegal camping and into services, we believe we can visibly reduce the number of people living on the streets.

Our Street Outreach teams are now going out every single day to engage people who are homeless. We are building trusting relationships in the hopes of welcoming more people off the streets into shelter.

Once in our Adult Shelter, we can intentionally case manage clients to participate in one of our life-change programs, helping them find real healing, recovery and victory over the barriers that once kept them enslaved to the streets.

5-SPACE MODEL  Fig. 3

To fulfill our mission of helping people move from homelessness to wholeness, Yakima Union Gospel Mission seeks to advance people through our 5-Space Model. Our goal is to assist people struggling in street homelessness by connecting them to shelter options. We will build relationships of trust that enable clients to seek out personal and healing life change through participation in our residential programs. Eventually, our goal is to help people who've experienced transformation find opportunities to participate in the marketplace with employment, and achieve independence. Finally, once a person is stable, they can move into a place of equity that allows them to become contributors, investing in the lives of others.
OUR CORE VALUES

LOVE + PROFESSIONALISM = OUTCOMES

OUR STRATEGY

Innovative public-private partnership with police, courts & service providers to actively steer people from illegal camping into services.

Our Adult Shelter welcomes increased use as more people come off the street. Active coordination with jails and hospital to keep people off street.

Intentionally case-managing clients toward participation in addiction recovery, life-change programs, or Family Shelter.

Our big goal: VISIBLY LESS street homelessness in Yakima.

5-SPACE MODEL

1. Street
2. Shelter
3. Change
4. Market
5. Equity

Relationships of Change
Only Jesus can change a life.
That is why Yakima Union Gospel Mission is committed to intentional spiritual engagement, gospel presentations, Bible Study, and discipleship with clients. Jesus modeled grace and truth in perfect balance. He was regularly in the company of prostitutes, tax collectors, and criminals. Yet His message was always clear: I AM the way. Repent, believe, and be saved. I have come that they might have life to the fullest.

You, our partners, have shown a commitment to making sure every client, family, medical patient, and student alike knows that it is Christ's love for them that compels you to partner with the Mission.

**IMPACT Story:**
Kevin says he has grown spiritually since coming to the Mission. God answered his prayers for housing, employment, and a car. His faith has grown seeing God provide for him. He is living in victory over his previous addictions and he has built a new community of faith in Yakima. "I have been restored."
Hope begins with a meal.

So often, a client’s first experience with the Mission is when they come to us for a hot meal. It seems our meal services program is the gateway to connect the hurting in Yakima with one of the many other services available to help meet their needs. It takes time, trust and relationships, but by having low barrier access to food, we can engage people with an invitation for shelter or medical care or addiction recovery or job skills training or permanent housing, or support for kids through Madison House.

And it all starts with a meal.

We prayed with our shelter clients **754** times and saw **18** people express new or renewed faith.
LIFE TRANSFORMATION

FAITH THAT CHANGES LIVES

**Life Transformation**

Ended homelessness for 42 individuals or families.

127 shelter clients sustained sobriety because of their involvement at the Mission.

30 clients in addiction recovery

4 Genesis Program completions

11 of our amazing employees were once served by one of our programs!

In 2021, our Adult Shelter staff launched the Discovery Program in an attempt to create more movement from our adult shelter into life-change programs. They recognized the step from Shelter to Program was so large, most clients had trouble believing they could experience life transformation. It seemed out of reach.

Discovery Program aims to create a “half step” to change programs (Bridge or New Life) by identifying candidates who are responsive to basic case management. It removes them from the adult shelter in small group "cohorts" into newly remodeled dorm rooms, and mentors them for a short-term period while they identify barriers and explore programs without a huge commitment.

This model has been incredibly successful.

**IMPACT Story:**

Joel lost everything due to his addiction before coming to the Mission. God met him here and began to heal him.

"I know God is real because I couldn’t change myself like this. I was spiritually, physically and mentally exhausted. I am not the same person I once was."
Did you know? For the first time ever, more people entered our life-change programs coming out of our Adult Shelter than those coming to us by referral or off the street? We are truly helping people move FROM homelessness TO wholeness!

The difference is night & day.

Pictured: Susan
Jesus calls us to love our neighbor. Yakima Union Gospel Mission understands that mandate as a call to not only care for the hurting, but to show love, respect, and compassion to our physical neighbors too. Businesses along North First Street and Naches Avenue are especially hard-hit by the impact of street homelessness in Yakima.

Our goal is to lessen that impact by not only taking care of the people who come to us for care, but to be a good neighbor by making a difference for our city friends and partners at all levels.

We encourage our shelter guests to "give back" by serving on Clean Crews to pick up garbage.

We answered the call 17 times this year when neighboring businesses needed help knowing how to address people camped along their property. We work with business owners and city officials looking for meaningful solutions to the street homelessness crisis. Our belief is that affordable housing is only a small part of the solution. We are seeking a whole-person approach that addresses the trauma, addiction, and brokenness which leads to homelessness.
Lyle was living on the river after getting kicked out by relatives. When it got too cold, he would come to the Mission for meals and shelter. While crossing the street one day, he was hit by a semitruck, nearly claiming his life. His injuries were extensive and require regular medical care for ongoing complications from the accident. He says the only reason he is alive is because of God and the care provided by YUGM’s Medical Care Clinic and Adult Shelter staff. “It’s the best place I’ve ever been. I love this place.”
21 professional certifications achieved by clients.

20 clients enrolled in vocational education or online college classes.

56 different individuals found permanent housing.

720 hours of case management provided through the Bridge Program.

22 debts paid off by clients.

33 unique individuals gained employment.
IMPACT Story:

Mark found himself homeless after a knee injury prevented him from working and he lost his housing. Life on the street was rough for him and he came to the Mission to get shelter. He joined our Bridge Program with case management to address his barriers to independence. He was able to get on disability and into his own apartment. "I really thank God for the Mission. If I didn’t have the Mission, I’d still be on the street or in jail. It’s hard to move ahead when you are worried about what you will eat or where you will sleep. I don’t feel like a burden to society anymore."

God is not unjust; he will not forget your work and the love you have shown him as you have helped his people and continue to help them.

Hebrews 6:10
Emergency Services

RESOURCES FOR NEIGHBORS IN NEED

9605 office visits provided by our Medical Care Clinic.
420 COVID tests given.
321 Shelter visits for medical attention.

836 unique individuals stayed in Adult Shelter.
36,425 total nights of safe shelter provided.

Family Shelter kept 121 children in 53 families off the streets.

123,633 meals served by YUGM Meal Services team.

Night & day— we are here.
IMPACT Story:

Our Street Outreach team now goes out EVERY. SINGLE. DAY to engage people living in street homelessness. These teams provide life-saving emergency care offering food, bottled water or hot coffee, socks or hand warmers, and basic first aid or wound care. **We have encountered 939 unique individuals throughout the course of the year.** Our team knows the names and locations of more people on the streets than the official Point in Time count has tracked. We believe repeated, friendly and familiar engagement will build the trusting relationships needed for people to choose to come off the street and into shelter or program. Pray for our teams as they connect with our neighbors in need.
Yakima Union Gospel Mission is a resource for those who are poor, vulnerable, at-risk, hurting, homeless, discouraged, or in need of some support to get on their feet. We are specialists in providing wrap-around care. Graduates from our programs are 4x more likely to maintain sobriety than traditional detox programs. The "Union" in our name speaks to the network of partnerships we have been blessed with over the years. We can’t do what we do without YOU!

"YUGM has served with integrity, love, and God’s blessings. Our Valley is better because they are here!"
- Verlynn Best, Yakima Chamber of Commerce

"[We are] determined to stand alongside the Yakima Union Gospel Mission to make a difference in our community. Their programs change lives and we want to support their efforts for years to come."
- Cheryl Ann Mattia, Pace International

"When we toured the Mission, we were inspired by how they care for the homeless in our community. Our local Walmart team is grateful for YUGM's work and is honored to help them care for those in need."
- Fernanda Jones, West Valley Walmart Manager
Yolanda and her family were homeless for two years before moving into an apartment with other people. It was a bad situation. While riding her bike near Madison House, she was greeted by a Madison House staff person who invited her to participate in the free after-school activities. She started going every day for meals and to be in a positive environment. She learned about God and started going to church. She gave her life to God at summer camp. For the last five years, Madison House has been a home away from home. She is encouraged by the Madison House staff who remind her of God's love and plans for her. "I know God has a purpose for my life." Yoli is now employed by the Mission, working in our Summit Thrift store!

Galatians 6:2

Carry each other’s burdens, and in this way you will fulfill the law of Christ.
**Stewardship Summary**

**VALUE OF MINISTRY AND FINANCIALS**

<table>
<thead>
<tr>
<th>USE OF DONATIONS:</th>
<th>REVENUE SOURCES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.1%: Client Services</td>
<td>38%: Individual &amp; Estate Contributions</td>
</tr>
<tr>
<td>9.9%: Fundraising</td>
<td>32%: Donated Goods &amp; Services</td>
</tr>
</tbody>
</table>

**Financial IMPACT:**

YUGM experienced exponential growth this year. Our workforce has nearly doubled because of our expanded Thrift operation. The revenue generated by Thrift has allowed us to use YOUR financial gifts to expand programs and hire more client-facing staff.

We ended FY21 with cash and cash equivalents totaling $1.7 million. Roughly one-third of these funds are subject to donor-designated conditions regarding their use. Total financial assets were $10.3 million, and total liabilities were $964,847.

**MINISTRY OPERATIONS:** $6,148,376
In 2021, YUGM opened its third Thrift location. Summit Thrift on Summitview Ave joined the YUGM family of thrift stores alongside Mission Thrift on Lincoln and our original store, Lighthouse Thrift, on Front Street.

With some creative new branding and a boutique shopping experience, customers raved about the beautiful displays, bright open spaces, and convenient donation sites. Beyond a welcoming shopping experience, our local community of supporters love that with every purchase they are supporting Yakima Union Gospel Mission and their neighbors in need.

Our Thrift team exceeded sales goals from Day 1. The leadership set a big goal: to fully cover all YUGM administrative expenses through self-generated thrift revenue. We hit that goal in 2021, allowing 92% of every donated dollar to go directly to client services. Our next big goal is to fully fund both administrative and fundraising expenses so 100% of financial donations given to the Mission fund client-facing programs.

$1,798,958 in sales during FY21.
2021 BOARD OF DIRECTORS:

Board Chair: Laurel Krueger, Cross Church
Vice Chair: Steve Wolcott, West Side Church
Treasurer: Dave Ackerman, Stone Church
Heather Hinze, Heights Church
Peter Ansingh, West Side Church
Emmanuel (Manny) Garza, Stone Church
Kathy Bricel, Yakima Foursquare Church
Keith Mathews, Grace of Christ Presbyterian
Alex Rule, Grace of Christ Presbyterian

Pictured above:
Back- Dave Ackerman, Peter Ansingh, Manny Garza, Steve Wolcott. Front- Kathy Bricel, Keith Mathews, Laurel Krueger, Alex Rule, Heather Hinze.

Volunteer Impact

TOTAL VOLUNTEER HOURS:
17,418 FY21

VALUE OF VOLUNTEER SERVICES:
$722,908

COMMUNITY CONNECT REGISTRATIONS:
1,409/2000*

*Compared with the total number of estimated volunteers

COVID IMPACT:

While we doubled the number of volunteers registered and approved in our Community Connect volunteer database, the actual number of volunteer hours served with the Mission and their corresponding value was less than half of what they were in FY20. Volunteerism has been significantly impacted by COVID. Please pray that God would move the hearts of people to lean in and creatively find ways to serve with us!
**Data by Program**

**FISCAL YEAR 2021 AT A GLANCE**

**ADULT SHELTER:** 36,425 nights of safe shelter given to 881 unique individuals. 754 tracked gospel engagements.

**FAMILY SHELTER:** 121 children in 53 families were served in Family Shelter. 74% had an upward exit.

**DISCOVERY PROGRAM:** 87 adult shelter clients explored change programs. 29 entered a life-change program. 2 exited Discovery into housing.

**NEW LIFE PROGRAM:** 30 clients in addiction recovery. 4 Genesis Program completions. 7 upward exits. 4 Baptisms; 10 Professions of Faith.

**BRIDGE PROGRAM:** 43 clients served with 720 hours of case management. 12 found employment and 20 moved into permanent housing.

**MEAL SERVICES:** 123,633 meals served by YUGM Meal Services/Good News Cafe. By working with grocery stores & restaurants, we reduce food waste.

**MEDICAL & DENTAL CLINIC:** 9,881 scheduled patient visits. 8,161 Primary Care visits. 1,720 Urgent Care visits. $99,880 donated by patients in gratitude for their own care.

**MADISON HOUSE:** 240 students enrolled. 46 students on average each day. 15 students raised $13,352 for MH through the MH Apple Company.

**STREET OUTREACH:** 939 unique individuals served. 51 individuals off the street. 17 business responses.

**RECYCLING:** $46,770 generated through our Recycling program to support the work of the Mission.

**THRIFT ENTERPRISES:** $915,233 generated through our Thrift Stores to support the work of the Mission.

**CLEAN CREW:** 4,636 lbs of garbage removed from the streets of Yakima.
Yakima Union Gospel Mission exists to follow Christ in helping people move from homelessness to wholeness.

501(c)3 Charitable Nonprofit Organization
Tax ID# 23-7050061

Pictured:
Carla, former NLP grad, now Adult Shelter staff