



2021 S.L. Gimbel Foundation Fund Grant Application

Internal Use Only:
Grant _____

Organization / Agency Information

1) Organization/Agency Name: Amara		
2) Physical Address: 5907 MLK Jr Way S		City/State/Zip Seattle WA 98118
3) Mailing Address: 5907 MLK Jr Way S		City/State/Zip Seattle WA 98118
4) CEO or Director: Jason Gortney		Title: Interim CEO
5) Phone: 206-260-1700	6) Fax:	7) Email: jason@amaraputskidsfirst.org
8) Contact Person: Ruth Tollefson		Title: Chief Philanthropy Officer
9) Phone: 206-438-3938	10) Fax:	11) Email: grants@amaraputskidsfirst.org
12) Web Site Address: www.amaraputskidsfirst.org		13) Tax ID: 91-0577487

Program / Grant Information

Interest Area: Animal Protection Education Environment Health Human Dignity

14) Program/Project Name: Amara's Foster Care Program		15) Amount of Grant Requested: \$22,500	
16) Total Organization Budget: \$4,714,580	17) Per 990, Percentage of Program Service Expenses (Column B / Column A x 100): 84%	18) Per 990, Percentage of Management & General Expenses Only (Column C / Column A x 100): 6%	19) Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): 16%
20) Purpose of Grant Request (one sentence): Support the well-being of children in foster care by supporting foster families and coaching foster families to engage with the child's family of origin.			
21) Program Start Date (Month and Year): This is an on-going program, but for the purposes of this grant our Start Date will be 2/1/2021 – 12/31/2021		22) Program End Date (Month and Year):	
23) Gimbel Grants Received: List Year(s) and Award Amount(s) Amara has not previously received a grant from the Gimbel Foundation.			

Signatures

24) Board President / Chair: (Print name and Title) Sara Wong, Board President		Signature:	Date: 1/26/2021
25) Executive Director/President: (Print name and Title) Jason Gortney, Interim CEO		Signature:	Date: 1/22/2021

2021 S.L. Gimbel Foundation Fund APPLICATION

Narrative

Please provide the following information by answering **ALL** questions (I to IV), **12 Font, One Inch Margins, Times New Roman**. Use the format below (I to IV). **Please do not delete any of the questions/instructions/examples.** Type your complete answers to the question directly below the question. Please be thorough, clear, specific, and concise.

I. Organization Background

A) What are the history, mission and purpose of your organization?

Amara is a non-profit organization based in South Seattle with a 99-year history serving children and families in the child welfare system. While much of our history involved facilitating adoptions, in recent years we focused on improving outcomes for children in foster care. Our current work emphasizes keeping children connected to their parents and family of origin. We have offices in both King and Pierce Counties, and currently work throughout Western Washington to license and support foster families.

Today, Amara’s mission is to ensure positive long-term outcomes for children and families. We drive systemic change, promote healing, and advance racial equity by offering programs and services to families engaged with foster care and to adoptees and families, post-adoption.

B) How long has the organization been providing programs and services to the community?

Amara has been providing programs and services for 100 years, since 1921. When the foster care system was formerly created in the 1940s, Amara moved from being an orphanage to helping facilitate adoptions, including for children in foster care. In the past 10 years, Amara has shifted our focus to supporting children and families experiencing foster care with an emphasis on family reunification.

C) What are some of your past organizational accomplishments (last three years)?

Amara has grown significantly and expanded our impact in the last three years. Several accomplishments include:

- Completing a \$25 million campaign that involved the creation of two campuses (one in South Seattle and one in East Pierce County), the expansion of programs, and the creation of two new programs (our Emergency Sanctuary program and our Post-Adoption program).
- For multiple years in a row, Amara has been recognized with an “Innovator” status by the Human Rights Coalition for our inclusive and leadership work in the LGBTQ+ community.
- Amara has expanded our programs into the South Puget Sound and Pierce County—a community that has nearly twice the rate of children coming into foster care as King County and much fewer support services in the local community.
- Amara launched a community-wide initiative called Fostering Family. This initiative is a partnership between child welfare organizations, youth-serving organizations, and businesses throughout Western Washington to help raise awareness of foster care and how our whole community can play a role supporting children and families.

D) What are your key programs and activities?

Amara services more than 1,500 children and adults each year through our key programs:

- *Foster Care Services* – we recruit, license, and support foster families to care for children for as long as each child needs. We invest in looking for and supporting families who have a passion for helping children and are willing to do all it takes for the sake of the children. We partner with families throughout the foster and adoption journey.

- *Family Time Program* – we help children in foster care stay connected to their parents and family with family-friendly visitation services.
- *Emergency Sanctuary Program* – (currently closed due to COVID-19) we offer a soft-landing for children who are first entering foster care. Children stay for up to five days while the State determines longer-term placement plans. Children are supported by staff and volunteers trained in healing-centered care.
- *Post-Adoption Program* – these services provide support to adopted people and their adoptive and birth families through resources, workshops, and support groups.
- *Best for Babies* – we are the non-profit partner to Pierce County Juvenile Court and in this program we support parents and families towards reunification with their children who are in foster or kinship placements.

E) Describe the communities you serve. Include populations, geographic locations served, and relevant statistics.

Amara’s primary community we serve are people involved in the foster care system, including children in foster care, their parents, and foster families. While Amara emphasizes family reunification when possible, we also support adoptions out of foster care, so in our post-adoption program we support adoptees, adoptive parents, and birth parents.

Our primary service area is in the greater Puget Sound area. The majority of children and families we serve live in King or Pierce counties; we also work in Clark, Island, Kitsap, Skagit, Thurston, and Whatcom counties.

In King County there are approximately 1,500 children in foster care, and in Pierce County there are approximately 1,200 children throughout the year. In Washington, Black and Indigenous children are two times and three times more likely to experience foster care than White children, respectively. The demographics of children in foster care are approximately 50% White, 13% Black, 13% Latinx/Hispanic, 13% Native American, 4% Asian/Pacific Islander, and 7% Other. Most children entering foster care are under the age of six and can spend anywhere from a few days in care to a few years while their case works through the foster care system.

The primary reason children come into foster care is suspected cases of neglect, with approximately 70% of cases.

II. Project Information:

A) Statement of Need

1. Specify the community need(s) you want to address and are seeking funds for.

Foster care exists to provide safe, temporary homes for kids who cannot live with their families. While the reasons children come into care can vary, a majority of the time children are placed into foster care due to suspected neglect. Other reasons include abuse, parent incarceration, loss of parents, and substance use disorder by the child’s parent or caregiver. Most children coming into foster care are under the age of six.

When the state decides a child cannot live with their parents, social workers do their best to find a relative for kids to stay with while they are in foster care, known as kinship caregivers. When that is not possible, children are placed with supportive foster parents who are not related to the child, or the child stays in a group home for as long as they need. The goal of foster care is reunification – that means children return to their home after their family has received the services, resources, and support they need to get back on track. The majority of families in Washington reunite after receiving services from the State (approximately 60%).

Washington does not have enough foster parents for the number of children coming into foster care, especially foster families that can support sibling groups, older children, or children with higher needs. Amara’s work is to recruit, license, train, and support foster families to be there these children. Because there are not enough foster families that can work with these types of children, the following happens:

- Siblings are separated
- Children can bounce from home to home with no stability
- Cases take longer
- Children can age out of the foster care system

Entering and being part of the foster care system is a traumatic and stressful event for children and families—it can have long-term negative impacts on children. Without stability and family connections during their time in foster care, children are more at risk for:

- Increased mental health problems
- Increased behavioral issues
- Poorer outcomes in school
- Engaging with the criminal justice system
- Experiencing homelessness

Amara seeks to increase the well-being of children and families in foster care so that children can experience stability and thrive.

B) Project Description

1. Describe your project. How does your project meet the community need?

Amara’s Foster Care Program seeks to increase the well-being of children and families experiencing foster care. We believe that by recruiting quality, trained, and well-supported foster families, we can help alleviate the trauma and stress children experience while in foster care.

Our program provides robust services and supports to foster families. Amara’s Foster Care Services Program focuses on finding, preparing, and supporting families as they parent children, navigate the foster care system, and build relationship with a child’s family and community. We work one-on-one with families as they move through the various stages of becoming and being foster parents through our roles as licensors, home study assessors and writers, and as ongoing case managers. The focus of this program is preparing and supporting families in committing to care for children in foster care for as long as each child needs.

As one family put it, “Every single person I’ve talked to has been super knowledgeable, very honest (even if it’s not necessarily what I want to hear), and obviously passionate about their job. People are always the most crucial piece to an experience, and Amara’s staff goes above and beyond.”

Our program also specifically looks for people to help take on the “more difficult” foster care cases, namely sibling groups, older children, and at times, children with higher needs. These types of foster parents are the most needed in Washington, and we coach and support families to consider being with these types of children and cases.

Lastly, our program emphasizes building a relationship between foster families and the child’s family of origin while the child is in foster care. These relationships are shown to improve the child’s well-being and increases the likelihood that the child will reunify with their family.

2. What is unique and innovative about this project?

Unlike many child-placing organizations that have a “Foster-to-Adopt” program or mentality, Amara emphasizes family reunification for children in foster care. Many foster families start by believing that they want to simply adopt a child out of foster care, but we work with families to help them see a role in supporting a child towards reunifying with their family. We have found in that in our approach and program, foster families help children reunify and then remain involved in that child’s life as a babysitter and “extended family member” to the child’s family of origin. This approach creates a constellation of family members for child who has been in foster care and ends up forming supportive relationships that help ensure children experience improved well-being.

Amara is also the best organization serving LGBTQ+ foster families and children. We believe that all types of people can make great foster parents, and so we have created an environment where everyone is welcome and supported. In fact, Amara was the first agency in Washington to facilitate an adoption for the LGBTQ+ community decades ago.

C) Project Goal, Objectives, Activities and Expected Outcomes

1. **Note: Objective, Outcomes and Evaluation must all be based on the SAME QUANTIFIABLE CRITERIA (for example, “number served). This quantifiable criteria should refer to the grant amount you are requesting from the Gimbel Foundation only and not the total program.**

State ONE GOAL, ONE OBJECTIVE, ONE OUTCOME. USE NUMBERS AND PLEASE DO NOT USE PERCENTAGES.

2. State ONE project goal. The Goal should be an aspirational statement, a broad statement of purpose for the project.
Example: GOAL: House all homeless youth ages 18-24 in Mariposa County who are physically, mentally and legally able to work within 24 hours and help them become sufficient in 90 days.
3. State One Objective. The Objective should be specific, measurable, verifiable, action-oriented, realistic, and time-specific statement intended to guide your organization’s activities toward achieving the goal.
Example: OBJECTIVE: House up to 145 homeless youth referred or who contact us within 24 hours.

Specify the activities you will undertake to meet the objective and number of participants for each activity.

Example: ACTIVITIES:

1. For each of 145 youth identified, develop a case management file.
 2. Create a 90 day sufficiency action plan for each of the 145 youth.
 3. Input weekly progress reports for each of the 145 youth.
4. **State One Outcome.** An outcome is the individual, organizational or community-level change that can reasonably occur during the grant period as a result of the proposed activities or services. What is the key anticipated outcome of the project and impact on participants? State in quantifiable and verifiable terms.
Example: OUTCOME: We expect to provide rapid rehousing to over 145 homeless youth in 2020.

5. **Evaluation:** How will progress towards the objective (per above) be tracked and outcome measured? State the number of people that will be evaluated per the objective. Provide specific information on how you will collect relevant data and statistics that meet your objective and validate your expected outcome, **in a quantifiable manner**, as you describe your evaluation process.
- Example: **EVALUATION:** Using Build Futures' Salesforce data base client management and tracking system, generate reports on the number of clients served and housed. Track our role in housing **145 homeless youth**. Account for additional successes or lower numbers of youth in the program.*

BELOW IS AN EXAMPLE OF GOAL, OBJECTIVE, OUTCOME AND EVALUATION: Objective, Outcome and Evaluation should align and should be written in a linear format, using **actual numbers**, and data that are quantifiable, and verifiable. Do not use percentages)

Use the following format for your objective, respective activities and expected outcome:

STATE THE GOAL, OBJECTIVE, AND OUTCOME

GOAL: House all homeless youth ages 18-24 in Mariposa County who are physically, mentally and legally able to work within 24 hours and help them become sufficient in 90 days.

OBJECTIVE: House up to **145 homeless youth** referred or who contact us within 24 hours.

ACTIVITIES:

1. For each of **145 youth** identified, develop a case management file.

2. Create a 90 day sufficiency action plan for each of the **145 youth**.

3. Input weekly progress reports for each of the **145 youth**.

OUTCOME: We expect to provide rapid rehousing to over **145 homeless** youth in 2020.

EVALUATION: Using Build Futures' Salesforce data base client management and tracking system, generate reports on the number of clients served and housed. Track our role in housing **145 youth**. Account for additional successes or lower numbers of youth in the program.

GOAL: Increase the well-being for all children in foster care and support them to achieve permanence by reunifying with their family of origin.

OBJECTIVE: Support at least 30 foster families to start building a relationship with the parents of the child they have in their care within three months of the child being placed in their home.

ACTIVITIES:

1. For each of the minimum 30 foster families, provide information about well-being outcomes for children when foster parents and birth parents have relationships. **Parents and foster parents are engaged in a minimum of two, 60-minute sessions to meet each other, begin building a relationship, and identify how to best support the child in foster care.**
2. Ensure every foster family receives one-on-one coaching or training about starting a relationship with the child's family of origin within 90 days of the child being placed. **On-going one-on-one coaching takes place every other month for 30-60 minutes throughout the time a child is placed in a foster home (usually a 6-18 month period).**
3. Social workers regularly ask about and coach the foster family in the relationship building with the child's parents.
4. Social workers encourage the foster family to work towards a relationship and openness with the birth family through parent-child visits, resource sharing, and sharing notes and pictures.
5. Review reports on how engaged foster parents are with parents quarterly.

OUTCOME: We expect to support 30+ foster families to start building relationships with the parents of their foster child in person, by Zoom, or by phone during this grant period.

EVALUATION: Amara maintains a client database to track and manage case notes, family information and progress, and data. We track the number of families who are in contact with the parents of the foster children in their care with quantitative measurements (marking yes or no within the client profile) and qualitative documentation through social worker case notes. Through this process, we will track our role in supporting at least 30 foster families to build a relationship with the parents of the foster child in their care.

D) Timeline

Provide a timeline for implementing the project. The start date and end date should be the same dates on the cover page.

The program start date is: 2/1/2021

The program end date is: 12/31/2021

Include timeframes for specific activities, as appropriate.

Amara's Foster Care Program is an on-going program with no specific start or end date. For the purposes of this grant, our start date will be 2/1/2021 and our end date will be 12/31/2021.

Activities take place at different times for families, depending on where they are in the fostering process. We are grateful to support families for many years over many different placements.

E) Target Population

1. Who will this grant serve?

This grant will serve children in foster care, foster families, and the parents of children who are placed in foster care in the Pacific Northwest region of Washington State. **A majority of children served (67%) are under age five.**

2. How many people will be impacted? Provide a breakdown: Number of Children, Youth, Adults, Seniors, Animals.

Amara will serve a total of 700 people through this program:

- **150** children in foster care
- 100 parents of children in foster care
- 450 foster parents

F) Projects in the Community

1. How does this program relate to other existing programs in the community?

The general movement in foster care is to support foster parents to help the child in their care reunify with their family of origin. While that is the standard being set by the State, many organizations still push a Foster-to-Adopt program and do not emphasize the importance of relationship building between parents and foster parents. Furthermore, when people go to other organizations to be foster parents, they are more likely to do so in order to adopt, and are therefore less likely to take sibling groups, older children, or children with higher needs. Amara is working to be a leader in these spaces by supporting foster families to see their role as taking on more “challenging” cases and building a partnership with the child’s family of origin.

2. Who are your community partners (if any)?

Amara partners with the Department of Children, Youth, and Families; Washington Association for Children and Families; Help Me Grow Pierce County; and Washington Fosters.

3. Who else in the community is providing this service or has a similar project?

There are several other organizations in the region who offer foster care and license and support people to be foster parents. Those organizations include Olive Crest, Catholic Community Services,

Accelerator YMCA, Skookum Kids, and Community and Family Services Foundation. Each of these organizations provides foster care services, though most tend to have a Foster-to-Adopt approach.

4. How are you utilizing volunteers?

Amara is exploring how more volunteers can engage with our Foster Care Program. Currently, we have volunteers who help operate our Emergency Sanctuaries and in file reviews in our Post-Adoption program. In those two programs, we have more than 13,000 hours of volunteer service each year. We are currently exploring how volunteers can support foster families and children, especially while our Emergency Sanctuaries are temporarily closed during COVID-19.

G) Use of Grant Funds

How will you use the grant funds? This answer should align with the specific activities previously outlined in C) Project Goal, Objectives, Activities and Expected Outcomes

Grant funds will be used to support the salaries of the social workers who are supporting, coaching, and training foster families.

III. Project Future

A) Sustainability

Explain how you will support this program after the grant performance period. Include plans for fundraising or increasing financial support designated for the program.

Amara has a strong fundraising and revenue model that has supported our programs while still allowing for program flexibility. Approximately 50% of the Foster Care Program costs are funded through a contract with Washington State. Our team is continuing to find ways to streamline and innovate our services to increase that percentage in the coming years. Beyond our contract with the State, we have a strong fundraising team that engages in grants, events, and individual donor connections. Amara will continue to build relationships with our local and regional funders to support this program and our organization as a whole. We have recently concluded a special \$25 million campaign, which has raised awareness of Amara in the local community and has helped us gain many new donors who are interested in supporting our work beyond a capital campaign.

IV. Governance, Executive Leadership and Key Personnel/Staff Qualifications

A) Governance

1. Describe your board of directors and the role it plays in the organization.

Amara has a 13-member board of directors comprised of a diverse group of community members. The board oversees Amara's CEO, ensures legal and fiduciary responsibilities, supports fundraising efforts, are ambassadors for the mission. They work closely with the CEO and other leadership staff members to help advance Amara's mission. Every board member sits on at least one committee and all contribute financially to Amara. They operate as a sounding board to the CEO and help raise awareness in the community about Amara.

2. What committees exist within your board of directors?

Amara's board has the following committees:

- Executive Committee – comprised of board officers (President, Vice President, Treasurer, Secretary, and Governance Chair)
- Governance Committee
- Program Committee
- Philanthropy and Communications Committee
- Finance Committee
- Search Committee – a temporary committee leading the search process for Amara's next CEO

3. How does the board of directors make decisions?

Amara's board makes decisions as a full board of directors at board meetings, which take place monthly except for the months of July and August. The Executive Committee is authorized to act on behalf of the board should an immediate decision need to be made. The board receives a board packet prior to each meeting, financials monthly (regardless if there is a meeting), and minutes from every committee meeting. All decisions are documented in board-approved minutes.

B) Management

1. Describe the qualifications of key personnel/staff responsible for the project.

The Foster Care Program is managed by our Director of Foster Care Services, Nicole Mazon. Ms. Mazon has been with Amara for more than six years and has been leading the Foster Care Program since 2018. She is a licensed Marriage and Family Therapist and has experience in licensing, case management support, and implementing and running support groups. Ms. Mazon is trained as a systems-based therapist and has worked in the mental health sector, juvenile detention, and child welfare.

This program employs social workers to work with foster families. Our social workers must all have a bachelor's degree in social work or a related field, and all of our staff have some experience supporting children and families.

2. What is the CEO/Executive Director's salary?

\$127,000

2021 S.L. Gimbel Foundation APPLICATION

V. Project Budget and Narrative (Do not delete these instructions on your completed form and use this form).

A) **Budget Table:** Provide a detailed line-item budget for your **entire** program by completing the table below. Note that if funded, this is the budget that you will have to refer to in the Evaluation (Final) Report.

A breakdown of specific line item requests and attendant costs should include:

- 1) Line item requests for materials, supplies, equipment and others:
 - a. Identify and list the type of materials, supplies, equipment, etc.
 - b. Specify the unit cost, number of units, and total cost**
 - c. Use a formula/equation as applicable. (i.e. 40 books @ \$100 each = \$4000)
- 2) Line item requests for staff compensation, benefits: **Do not use FTE percentages.**
 - a. Identify the position; for each position request, **specify the hourly rate and the number of hours** (i.e. \$20/hr x 20 hours/week x 20 weeks = \$8,000)
 - b. For benefits, provide the formula and calculation (i.e. \$8,000 x 25% = \$2,000)
- 3) Line items on Salaries/Personnel included in budget (contribution or in-kind) but NOT requested from the Gimbel Foundation must be broken down per number 2) above: Provide rate of pay per hour and number of hours.
- 4) The Gimbel Foundation **does not fund indirect costs.**

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel	Line Item Total of Project
Personnel: Director of Foster Care Services	40 hours/week x \$36.50/hour x 52 weeks = \$75,920	\$37,960	\$37,960		\$75,920
Benefits: Director of Foster Care Services	\$75,920 x 25% = \$18,980	\$9,490	\$9,490		\$18,980
Personnel: Associate Director of Foster Care Services	40 hours/week x \$30.30/hour x 52 weeks = \$63,024	\$31,512	\$31,512		\$63,024
Benefits: Associate Director of Foster Care Services	\$63,024 x 25% = \$15,756	\$7,878	\$7,878		\$15,756
Personnel: Foster Care Specialists	40 hours/week x \$26.50 x 52 weeks =	\$304,300	\$500,000	\$22,500	\$826,800

	\$55,120 x 15 people = \$826,800				
Benefits: Foster Care Specialists	\$55,120 x 25% = \$13,780 X 15 people = \$206,700	\$6,890	\$6,890		\$13,780
Training and Education: Professional Development	\$700 for training per staff member x 17 staff members = \$11,900		\$11,900		
Training and Education: Workshops	5 workshops/ month x \$150 per workshop x 12 months = \$9,000		\$9,000		
TOTALS:		\$398,030	\$614,630	\$22,500	\$1,035,160

B) Narrative: The budget narrative is the justification of “how” and/or “why” a line item helps to meet the program deliverables. Provide a description for each line item. Each line item must have a narrative. Explain how the line item relates to the program. If you are requesting funds to pay for staff, list the specific duties of each position. See attached SAMPLE Program Budget and Budget Narrative

1. Personnel: Director of Foster Care Services – Oversees the entire Foster Care Program. Supervises the staff, sets program strategies, supports staff by troubleshooting issues with families, engages in agency-wide strategy development, oversees data reviews.
40 hours/week x \$36.50/hour x 52 weeks = \$75,920
2. Benefits: Director of Foster Care Services – Benefits for the position at 25% x \$75,920 = \$18,980
3. Personnel: Associate Director of Foster Care Services - Supports Program Director and oversees Amara’s family visitation program, which supports foster parents, parents, and children to connect for quality visits between the children and their parents while in foster care.
40 hours/week x \$30.30/hour x 52 weeks = \$63,024
4. Benefits: Associate Director of Foster Care Services - Benefits for the position at 25% x \$63,024 = \$15,756
5. Personnel: Foster Care Specialists – The social workers to support the individual foster families in our program. There are 15 Foster Care Specialists and each carry a caseload of approximately 16 families. These staff do the licensing, training, coaching, and support to foster families. They track case notes and data on families in the organization database.
40 hours/week x \$26.50 x 52 weeks = \$55,120 x 15 people = \$826,800
6. Benefits: Foster Care Specialists - Benefits for the position at 25% x \$55,120 = \$13,780 x 15 people = \$206,700
7. Training and Education: Professional Development – Each staff member has licensing requirements to maintain their ability to be a social worker with Amara. Their continuing education is funded by Amara.
\$700 for training per staff member x 17 staff members = \$11,900
8. Training and Education: Workshops – Honorarium to workshop speakers and presenters. 5 workshops/ month x \$150 per workshop for the speaker/presenter x 12 months = \$9,000

2021 S.L. Gimbel Foundation APPLICATION

VI. Sources of Funding: Please list your current sources of funding and amounts.

Secured/Awarded

Name of Funder: Foundation, Corporation, Government	Amount
Ballmer Group Philanthropy	\$300,000
Satterberg Foundation	\$125,000
King County Best Starts for Kids	\$125,000

Pending

Name of Funder: Foundation, Corporation, Government	Amount	Decision Date
Whisper Foundation	\$100,000	July
Harnish Foundation	\$100,000	December
Moccasin Lake Foundation	\$50,000	December
Medina Foundation	\$40,000	May
Norcliffe Foundation	\$40,000	May
Costco Foundation	\$35,000	October
Anderson Foundation	\$30,000	December
Aven Foundation	\$30,000	June
Bamford Foundation	\$25,000	December
Loeb Family Charitable Foundation	\$15,000	November
Adobe Community Fund	\$20,000	March
CFOS Foundation	\$20,000	July
Olson Charitable Foundation	\$20,000	August
George and Marion Wilson Foundation	\$15,000	December
Forest Foundation	\$10,000	February
Foster Foundation	\$10,000	October
Gottfried and Mary Fuchs Foundation	\$10,000	September
NW Children's Foundation	\$10,000	March
Woodworth Family Foundation	\$10,000	March
Sequoia Foundation	\$10,000	February
TEW Foundation	\$5,000	October
Pride Foundation	\$5,000	September

Diversity of Funding Sources: A financially healthy organization should have a diverse mix of funding sources. Complete those categories that apply to your organization using figures from your most recent fiscal year.

Funding Source	Amount	% of Total Revenue	Funding Source	Amount	% of Total Revenue
Contributions	\$487,247	10%	Government Contracts	\$817,656	17%
Fundraising/Special Events	\$260,000	6%	Rental Income	\$43,757	1%
Corp/Foundation Grants	\$2,436,670	51%	Other	\$210,376	4%
Government Grants	\$500,000	11%			

Notes: “Other” includes Net Investment Income (\$150,452), Training Fees (\$38,928), and Miscellaneous (\$20,996). Totals reflect Amara’s 2020 fiscal year and were derived from internal, unaudited financial statements.

S.L. Gimbel Foundation APPLICATION

VII. Financial Analysis

Agency Name: Amara

Most Current Fiscal Year (Dates): From 1/1/2021 To: 12/31/2021

This section presents an overview of an applicant organization's financial health and will be reviewed along with the grant proposal. Provide all the information requested on your **entire organization**. Include any notes that may explain any extraordinary circumstances. Information should be taken from your most recent 990 and audit. **Double check your figures!**

Form 990, Part IX: Statement of Functional Expenses

1) Transfer the totals for each of the columns, Line 25- Total functional expenses (page 10)

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
\$5,651,558	\$4,722,434	\$313,696	\$615,428

2) Calculate the percentages of Columns B, C, and D, over A (per totals above)

- Program services (B) – A general rule is that at least 75% of total expenses should be used to support programs
- Management & general administration (C) – A general rule is that no more than 15% of total expenses should be used for management & general expenses
- Fundraising (D) – A general rule is that no more than 10% of total expenses should be used for fundraising

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
	Columns B / A x 100	Columns C / A x 100	Columns D / A x 100
Must equal 100%	84%	6%	10%

3) Calculate the difference between your CURRENT year budget for management & general expenses and your previous management & general expenses per your 990 (Column C)

Percentage of Organization's <u>Current</u> Total Budget used for Administration	Column C, Management & general expenses per 990 above	Differential
8%	6%	+2%

If the differential is above (+) or below (-) **10%**, provide an explanation: N/A

S.L. Gimbel Foundation APPLICATION

Quick Ratio: Measures the level of liquidity and measures only current assets that can be quickly turned to cash. A generally standard Quick Ratio equals 1 or more.

Cash	+ Accounts Receivables	/Current Liabilities	= Quick Ratio
\$53,046	\$2,180,847	\$1,461,146	1.53

Excess or Deficit for the Year:

Excess or (Deficit) Most recent fiscal year end	Excess or (Deficit) Prior fiscal year end
(\$504,775)	(\$1,503,865)

Notes: In 2019, Amara completed a 5-year \$25 million campaign that helped expand our programs and impact. As part of this campaign and in new pledges raised in 2020, Amara raised pledges that will be paid through 2022. This includes a \$1.5M grant from Ballmer Philanthropy Group (payable 2020-2022) and a \$250,000 grant from the Satterberg Foundation (payable in 2021 and 2022). These pledge receivables are gifts that are released from restriction in 2020, 2021, and 2022. Amara has also chosen to reduce our expenses while the COVID-19 pandemic is occurring, primarily through a reduction in overall staff headcount.

VIII. EMAIL TWO PDF files to Gimbel@iegives.org

A. One PDF file of the following, #1 to #5

B. Second PDF file of the following, #6 & #7

#1	Completed Grant Application Form (cover sheet, narrative), budget page and budget narrative (see sample) and sources of funding, financial analysis page	#6	A copy of your most recent year-end financial statements (audited if available)
#2	Your current operating budget and the previous year's actual expenses (see sample Budget Comparison)	#7	A copy of your most recent 990. Please make sure that the Form 990 you submit is no more than two (2) years old.
#3	Part IX only of the 990 form, Statement of Functional Expenses (one page). Please make sure that the Form 990 you submit is no more than two (2) years old.		
#4	For past grantees, a copy of your most recent final report.		
#5	A copy of your current 501(c)(3) letter from the IRS		

AMARA PROJECTED OPERATING BUDGET vs. ACTUALS
FISCAL YEAR ENDING: DECEMBER

	Previous Year Actuals 2020	Current Year Budget 2021	Variance
INCOME-PRIVATE			
Foundations & Corporations	2,436,670	1,560,000	(876,670)
Individuals	487,247	1,000,000	512,753
Government Grants	500,000	-	(500,000)
Fundraising Projects/Special Events	260,000	240,000	(20,000)
Other <i>Rental Income</i>	43,757	41,700	(2,057)
Other <i>Misc Income</i>	59,924	428,980	369,056
Other <i>Endowment Gains</i>	150,452		(150,452)
Other <i>Released from Restriction</i>	-	500,000	500,000
Subtotal	3,938,050	3,770,680	(167,370)
INCOME - GOVERNMENT			
Federal	-	40,000	40,000
State	742,840	837,490	94,650
County	74,816	72,750	(2,066)
City	-	-	-
Subtotal	817,656	950,240	132,584
TOTAL INCOME	4,755,706	4,720,920	(34,786)
EXPENSES			
Salary CEO	120,000	127,000	7,000
Personnel (salaries, taxes, benefits)	4,076,380	3,508,990	(567,390)
Professional Services (legal, accounting, etc.)	166,351	150,490	(15,861)
Rent/Lease/Mortgage	-		-
Utilities/Telephone	64,526	69,150	4,624
Repair & Maintenance	76,006	40,900	(35,106)
Office Supplies/Postage/Printing	18,752	25,520	6,768
Technology/Equipment	89,499	95,760	6,261
Travel	34,664	62,840	28,176
Conferences/Meetings	-	-	-
Insurance	76,998	78,280	1,282
Depreciation	297,537	294,920	(2,617)
Other <i>Program Expenses</i>	31,665	20,770	(10,895)
Other <i>Fundraising Expenses</i>	23,600	54,460	30,860
Other <i>Communications and Partnerships</i>	24,617	15,140	(9,477)
Other <i>Professional Development</i>	6,164	16,700	10,536
Other <i>Property Taxes</i>	18,733	20,400	1,667
Other <i>Interest Expenses</i>	113,990	123,720	9,730
Other <i>Misc Expenses</i>	20,998	9,540	(11,458)
TOTAL EXPENSES	5,260,480	4,714,580	(545,900)
EXCESS INCOME (LOSS) OVER EXPENSES	(504,774)	6,340	511,114

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	442,281	291,702	43,403	107,176
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	3,206,987	2,753,823	154,705	298,459
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	62,472	52,045	3,474	6,953
9 Other employee benefits	279,294	232,680	15,529	31,085
10 Payroll taxes	289,577	241,247	16,100	32,230
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	32,164	12,930	14,232	5,002
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	265,326	228,469	8,462	28,395
12 Advertising and promotion	51,388	46,228	145	5,015
13 Office expenses	32,423	26,417	2,381	3,625
14 Information technology	119,486	106,220	3,337	9,929
15 Royalties				
16 Occupancy	93,591	83,325	3,216	7,050
17 Travel	113,373	86,648	21,005	5,720
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest	106,181	91,964	5,287	8,930
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	264,823	229,366	13,185	22,272
23 Insurance	64,310	55,682	3,221	5,407
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a EMERGENCY SANCTUARY	67,745	67,745		
b TAXES & LICENSES	59,806	46,783	2,174	10,849
c MISCELLANEOUS	32,429	6,894	1,209	24,326
d OTHER PROGRAM COSTS	25,979	25,178	442	359
e All other expenses	41,923	37,088	2,189	2,646
25 Total functional expenses. Add lines 1 through 24e	5,651,558	4,722,434	313,696	615,428
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

OGDEN UT 84201-0029

In reply refer to: 4077567774
Apr. 13, 2016 LTR 4168C 0
91-0577487 000000 00
00042512
BODC: TE

AMARA
5907 MARTIN LUTHER KING JR WAY S
SEATTLE WA 98118-2625



030942

Employer ID Number: 91-0577487
Form 990 required: Yes

Dear Taxpayer:

This is in response to your request dated Mar. 23, 2016, regarding your tax-exempt status.

We issued you a determination letter in April 1946, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c) (3).

Our records also indicate you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If a return is required, you must file Form 990, 990-EZ, 990-N, or 990-PF by the 15th day of the fifth month after the end of your annual accounting period. IRC Section 6033(j) provides that, if you don't file a required annual information return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

For tax forms, instructions, and publications, visit www.irs.gov or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

4077567774
Apr. 13, 2016 LTR 4168C 0
91-0577487 000000 00
00042513

AMARA
5907 MARTIN LUTHER KING JR WAY S
SEATTLE WA 98118-2625

Sincerely yours,



Jeffrey I. Cooper
Director, EO Rulings & Agreement