



# HumanSolutions



**STRATEGIC PLAN ■ 2010 - 2013**  
*Strategies for Building Pathways Out of Poverty*





## *Setting the direction and guiding the growth of Human Solutions for the 3-year period 2010-2013 and beyond*

The 23 strategic directions outlined in this Human Solutions Strategic Plan build upon our 22-year history and reflect experienced understanding of present economic realities. Touching the lives of more than 70,000 people each year, with a multicultural staff of 80 and an annual budget of more than \$7 million, Human Solutions continues to help homeless and low-income people in our community build pathways out of poverty. Current realities demand a new system to respond to a rapidly changing landscape in affordable housing, anti-poverty services and economic development—a new system that doesn't rely on reinventing the wheel every time the landscape changes.

This plan for new directions and growth of Human Solutions results from months of work by our Management Team, our Extended Management Team and our Board of Directors. It derives from a new approach to strategic planning—using a framework and tools for continuously scanning and engaging with our service environment in order to meet new challenges with timely, coordinated action. In the planning and preparation of this strategic plan, we utilized the work of David La Piana and his book *The Nonprofit Strategy Revolution*.

The accelerating shift of poverty eastward in Multnomah County—made even greater by the 2008-2010 recession—requires quick, smart responses to economic trends and answering big questions with sound service and financial strategies. Opportunities for expansion will be evaluated using our strategy screen, a tool we developed to quickly and proactively evaluate the true benefits and costs of expansion opportunities.

We believe this plan of intentional, systematic readiness will greatly benefit the people we serve and the organization as a whole for the next three years and beyond.

# 23 STEPS FORWARD

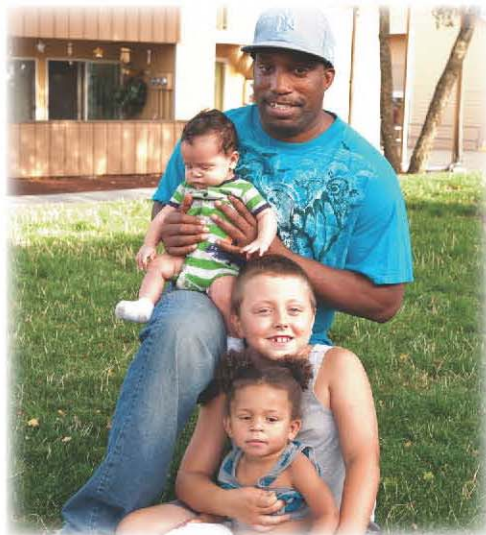
## PROGRAMS and SERVICES

**CURRENTLY, Anti-poverty Services** offered by Human Solutions include: eviction prevention rent assistance; re-housing for homeless families; case management; job skills training and individualized employment services; energy assistance; domestic violence services and support; referrals for other services not offered in-house; emergency shelter; winter warming center; financial literacy skill building; permanent supportive housing; and the Holiday Store. **Housing Programs** include: long-term, service-enriched affordable housing in agency-owned properties; affordable housing construction and rehabilitation; resident services at all housing properties; summer lunch programs; sound management to preserve housing assets; and permanent supportive housing. Human Solutions advocates for solutions to poverty and homelessness in the community, for affordable housing, and for neighborhood revitalization.

### In the next three years and beyond, we will:

- Develop a social entrepreneurship business, especially to employ people with criminal backgrounds and other high barriers to employment
- Stabilize, strengthen and/or expand employment programs, especially for people who cannot benefit from traditional employment programs
- Develop housing and employment programs for people with criminal backgrounds
- Expand programs for children and their families who live in Human Solutions housing or participate in other Human Solutions programs
- Expand the Daybreak Shelter Network or other programs to shelter homeless families
- Acquire and/or renovate additional multi-family housing complexes
- Advocate for neighborhood/district revitalization and better transportation options in Mid and East Multnomah County

## Strengthening Communities



# NEW STRATEGIC DIRECTIONS

## GEOGRAPHIC SERVICE AREA

**CURRENTLY**, Human Solutions provides **Anti-poverty Services** to all of Multnomah County with a focus on Mid and East County. In **Housing**, the 539 apartment units that Human Solutions owns and operates are located east of 82nd Avenue in Portland, Gresham, and Fairview.

### In the next three years and beyond, we will:

- Focus anti-poverty services primarily on Mid and East Multnomah County and continue to expand social services to other areas when appropriate
- Focus housing primarily on Mid and East Multnomah County but also consider housing options west of 82nd Avenue and in other counties



## PEOPLE SERVED

**CURRENTLY**, Human Solutions provides **Housing and Anti-Poverty Services** to the following: low-income households, some of whom are homeless or at risk of being homeless; people from many cultural backgrounds who speak many languages; immigrant and refugee populations; low-income adults seeking individualized employment services and training; seniors and others living on fixed incomes; people with bad credit, evictions or criminal records; people with disabilities; survivors of domestic violence; and people with drug and alcohol and/or mental health issues.

### In the next three years and beyond, we will:

- Re-house and case manage more homeless single women
- If specific opportunities arise, develop housing for seniors, people with disabilities, and/or people in other special needs populations
- If specific opportunities arise, provide advocacy and/or services to people displaced from RV or mobile home parks

*Empowering Families*

# PATHWAYS OUT OF POVERTY

## FUNDING

**CURRENTLY**, Human Solutions' **Anti-poverty Services** are funded by: government contracts (county, cities, and HUD); non-government contracts; foundation grants; corporate, business and workplace donations; individual donations; faith-based community donations; civic and social groups; United Way; and special events. **Housing Programs** are funded by: housing developer fees; rents and fees from housing assets; contracts with government units (cities and HUD); non-government contracts; resident service contracts; grants from foundations; interest and investment income; and fees from tax credit housing partnerships.

### In the next three years and beyond, we plan to:

- Expand the amount of unrestricted revenue; explore new sources, including unrestricted revenue from a social entrepreneurship business
- Increase the amount of revenue from fund raising
- Explore ways to increase the Human Solutions donor base, including strengthening communications, marketing, branding, and public relations
- Increase the agency's unrestricted reserve funds significantly each year
- Obtain a line of credit for the agency which is at least \$200,000; establish a "revolving fund" for pre-development housing costs

## CAPACITY TO GROW

### In the next three years and beyond, we will:

- Reduce the workload of overburdened staff
- Reduce the ratio of supervisors to direct service staff to no more than to 1:8
- Obtain technology infrastructure that works well consistently
- Provide regular cost of living increases to staff; ensure that compensation is within market range
- Hire additional staff for quality assurance and data tracking
- Hire additional fiscal department staff



*Rebuilding Hope*



On August 24, 2010, Human Solutions held a Ground Breaking Ceremony to initiate the construction of the Rockwood Building. Developed by Human Solutions, the Rockwood Building was designed to enhance the strategic directions which the agency will take in the future. The Rockwood Building will contain a new office space in Gresham for Human Solutions—as well as office spaces for five other community agencies and a Community Meeting Room.

The second and third floors of the Rockwood Building will contain 32 units of affordable housing for low-income families plus 15 units for homeless families. The photo above includes representatives of the funders of the Rockwood Building as well as Carla Piluso, Human Solutions Board President, and Jean DeMaster, Executive Director.



## OUR MISSION

The mission of Human Solutions is to assist homeless and low-income families and individuals to achieve self sufficiency by providing affordable housing, family support services, job readiness training and economic development opportunities.

## OUR VISION

Our vision is to be a comprehensive provider of high quality, efficient and effective affordable housing, anti-poverty services, and economic development opportunities for Mid and East Multnomah County.

Our vision is rooted in helping people in our service area to achieve prosperity by overcoming situational and intergenerational poverty and homelessness.



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