Human Solutions
Strategic & Equity Plan
2018 to 2023
Welcome from the Executive Director

Thank you for taking a look at our Five Year Strategic & Equity Plan!

The team at Human Solutions spent 18 months listening to our staff, housing residents, program participants and partners to inform a new direction for our organization. Our goals are clear — to support long-term housing and economic security for the people and communities we partner with, to become a financially stronger agency that makes meaningful progress countering the forces of oppression within our organization and without, and to elevate our advocacy for policies that will help end homelessness and interrupt intergenerational poverty.

Join us — We’re going places!

5 Reasons This Is a Powerful Plan

1. It targets our efforts toward lasting progress on some of our most significant community issues — poverty, homelessness and residential displacement.

2. It centers our work and organization around racial and community equity.

3. It leverages our 30+ years working in East Multnomah County to advocate for real solutions and needed community investments.

4. We developed it together, as a team, with input from our whole organization and community.

5. We will live by it and hold ourselves accountable to its ambitious goals.
Where we’re heading...

1 Thriving individuals, families and communities
The people and communities who partner with Human Solutions will experience long-term housing stability and economic security so they can seize opportunities to thrive.

A. Long-term success for the people with whom we partner.
People who participate in our programs and live in our housing will have access to a continuum of integrated resources and supportive services designed to support their long-term housing and economic security.

B. Build inclusive, healthy neighborhoods in East Portland/East Multnomah County that create a foundation for stability and success across generations.
Human Solutions will lead or partner in at least two community-driven neighborhood revitalization efforts that promote the intergenerational success of residents, build community equity and prevent involuntary displacement.

2 An inclusive, anti-racist organization delivering equitable results
Human Solutions will recognize and counter the impacts of racism and other forms of systemic oppression by modeling and championing diversity, equity and inclusivity in our leadership, programs, outcomes, investments and operations.

A. Our leadership will reflect the communities we work with.
Human Solutions will be led by a Board of Directors, leadership teams and staff who reflect the racial, ethnic, experiential and other diversity of the communities we work with.

B. Staff and Board of Directors will experience Human Solutions as truly inclusive.
Staff and board members across all identities will experience Human Solutions as an inclusive organization where they feel welcomed and supported and have influence over the organization’s direction and decisions.

C. Our programs, housing and investments will increase racial equity, not perpetuate disparities.
Participants and residents of color will have positive outcomes and experiences with Human Solutions’ programs and housing at a rate at least as high as white participants.

D. Equitable Results: Spend and invest in minority-owned businesses to close racial wealth gaps.
Invest aggressively in contracts, goods, services and community partnerships with minority-owned businesses and culturally-specific partners.

Scheduled to open in 2020, Halsey 106 is a mixed-use development with mixed-income housing, a Human Solutions’ service center and office, and neighborhood-serving retail.
And how we’ll get there.

3 Public policies and systems that reduce poverty and help more people thrive

Human Solutions will advocate with our community for policies and investments that expand housing and economic opportunity, eliminate wealth inequality and end poverty.

A. Leverage our expertise and influence for community impact.

Human Solutions will grow and apply our expertise with poverty, homelessness and neighborhood strengthening to ensure that local and national initiatives and investments follow best practices.

B. Reform the systems and structures that make and keep people poor.

Human Solutions will engage successfully with partners and community coalitions to support policies and legislation that increase the stability, wealth and influence of the people and communities with whom we partner.

4 A strong, capable and nimble organization

Human Solutions will develop the resources, internal systems, staffing and capacity to achieve our mission.

A. Invest directly in our financial sustainability and growth.

Human Solutions will achieve a level of financial growth and sustainability demonstrated by having an operating reserve equal to at least three months of operating expenses and by meeting other financial metrics to be adopted by the board.

B. Invest in our greatest asset: our people!

Human Solutions will attract, support and retain a diverse and talented staff and Board of Directors through high job satisfaction and reduced turnover.

C. Establish the infrastructure we need to achieve our goals.

Human Solutions’ organizational and board structure and internal business systems will support informed, transparent decision-making and sound, efficient business operations.

D. Ensure the future of our affordable housing.

Human Solutions’ real estate portfolio will operate sustainably and provide residents with affordable homes that are well managed and maintained.
Our Commitment to Equity

Human Solutions is an inclusive, multi-racial and multi-cultural organization working to alleviate the impacts of poverty on people and communities. Our work counters many of the primary forces that make and keep people poor.

We focus our work in East Portland and East Multnomah County, one of the most diverse areas in Oregon. Here, many individuals, families and communities experience high rates of economic and housing insecurity and residential displacement as a direct result of historic and ongoing policies and practices that deprive communities and individuals of land, wealth and basic human rights because of their identity.

As an organization working to counter a legacy of inequity, we commit to:

- **Understand the impacts and causes of bias** that include racism and white supremacy, learned patterns of oppression, and the strong connection between poverty, homelessness and race.

- **Confront and challenge all forms of institutional oppression within our organization** so that staff and those who partner with us will experience Human Solutions as truly inclusive. We will create the time and space to continue learning vital lessons and to undertake the urgent work necessary to counter the centuries-old and still-active forces that block opportunity for people of color and other oppressed people.

- **Continue our growth into an intentionally anti-bias, anti-racist organization** that actively aligns with community-based efforts to overcome inequality and its roots in racism and oppression.

- **Acknowledge who holds power in our organization**, whose voices shape our decisions and who is not “in the room.” We will work constantly and vigorously to address internal disparities of power and influence.

- **Hold ourselves accountable** by continuously measuring and sharing progress toward all diversity, equity and inclusion goals.

- **Revisit these commitments regularly** to update the actions and words that define this critical work as we learn and grow.

Find our Theory of Change and full Strategic Plan at humansolutions.org/plan.
Our Vision

For the Community
Human Solutions envisions vibrant, healthy neighborhoods where all people can share in the security, hopes and advantages of a thriving, supportive community.

For the Organization
Human Solutions operates as a nimble, financially strong organization driven by our passion, strategic goals and guiding principles.

Our Mission

Human Solutions counters the forces that keep people and communities in poverty by building relationships and assets that create opportunity — today and for future generations. Here’s how:

We partner with people and communities impacted by poverty so they can achieve long-term housing and economic security.

We invest in affordable housing and community assets that contribute to strong, inclusive neighborhoods.

We advocate with our community for policies and investments that expand housing and economic opportunity, eliminate wealth inequality and end poverty.

East Portland/East Multnomah County, Oregon is our home and the heart of our investments, advocacy and programs.

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