

COMPASS HOUSING ALLIANCE

STRATEGIC PLAN

2022



EVERYONE DESERVES A HOME



I am pleased to introduce our 2022 - 2025 Strategic Plan. This plan builds on Compass's more than 100 years of service in the Puget Sound region. It capitalizes on our unique strengths and on the advantages created by our affiliation with Lutheran Community Services Northwest. We are excited to move forward on this plan.

Our vision at Compass is that everyone will have an opportunity to live in a safe and caring community. Our new strategic plan focuses that vision on growing Compass so that we can bring the benefits of community to our staff and to the thousands of people we serve every year. In partnership with Lutheran Community Services Northwest, we have both an opportunity and a calling to bring safe affordable housing to every community we serve. Our new plan puts Compass on a path to accomplish this goal.

We look forward to sharing more about our plan with you and to working together as we build Compass over the next three years.

A handwritten signature in black ink that reads "Mary Steels".

The Three Pillars

Over the next three years, Compass will focus on the three pillars to support growth:



01 Increased Organizational Resilience



02 Increased Staff Engagement



03 Growth in Community Impact

Our Core Services

We provide on the ground emergency services and affordable housing for people from all walks of life – diverse cultural backgrounds, homelessness, gender identities, races, ethnicities, and mental & physical abilities. We have 20+ locations throughout the Puget Sound Region.

Enhanced Emergency Shelter

- 24/7 Enhanced Shelters
- 222 individual sleeping spaces with three walls of privacy & locked storage
- Focused on finding permanent affordable housing
- Person-centered, trauma-informed lens case management

Emergency Services

- At our Compass Center, we provide trauma-informed banking & mailing services
- Day Center
- Hygiene center that includes laundry
- Housing navigation support



Affordable Housing

- 684 units of affordable housing serving individuals, families, and Veterans
- Mixed income, inclusive, diverse communities
- Most housing includes support staff



Our Keys to Success

Building Stability

Dignified Housing and Responsive Services

Achieving and maintaining stability in permanent housing; and/or connecting persons to individualized supports that enhance stability



Supporting Growth

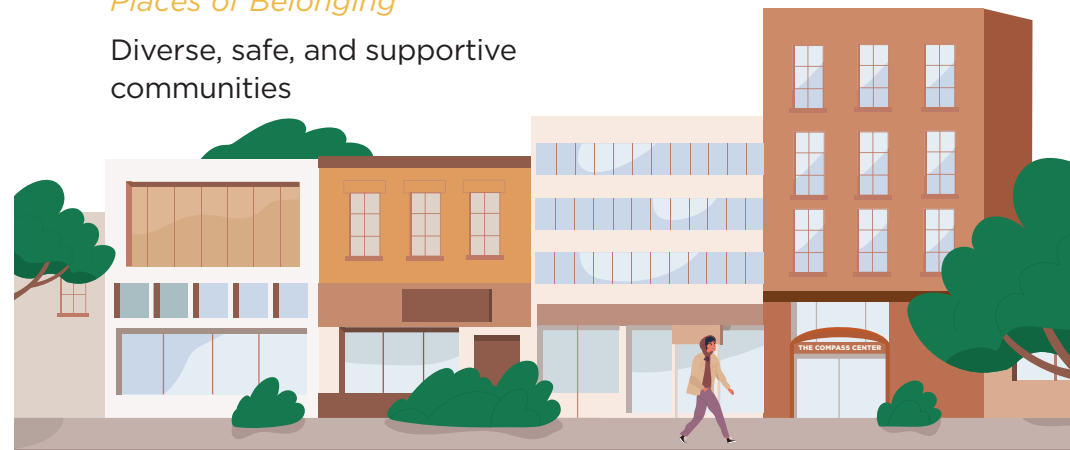
Improved Quality of Life

Improving physical, psychological, and vocational wellbeing

Engaging Community

Places of Belonging

Diverse, safe, and supportive communities



“ Compass is unique because we can be with a person the entire journey from being on the street to a shelter to an affordable apartment - all while providing services and walking alongside them on their transition.

- JON PERRINO, BOARD CHAIR

01

The last several years have been challenging for Compass. Even before the COVID-19 crisis, Compass's expenses for things like property insurance and maintenance were increasing faster than revenue. During the pandemic, we have needed to focus on keeping our community safe and on keeping our essential programs open. We have remained open every day through the course of the pandemic, but this has come at the expense of building the support functions required to grow the services we can provide.

Now is the time to invest in Compass.

Here are some of the steps we plan over the next three years:

- Invest in the systems and staffing required to make our services eligible for Medicaid reimbursement.
- Invest in an awareness campaign to create community interest in Compass and to increase giving.
- Add staff capacity in areas like program evaluation, human resources, staff training, and risk management.
- Automate back-office functions like payroll and benefits administration.



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Compass staff see the people that live outside as human beings, as our neighbors, as people who deserve dignity and respect.

- PASTOR KEVIN BATES, FORMER BOARD MEMBER

02



Everything we do at Compass depends on our skilled and committed staff. We need to hire and retain the right people with a focus on our mission if Compass is to have any success in meeting its goals.

Demographic factors and a re-evaluation of work-related values in the wake of the pandemic have made it more critical than ever for Compass to be a great place to work. By taking care of our employees, we make it possible for those employees to take care of our community. Here are some of the steps we will take in the next three years to meet this objective.

- Invest in outside consulting services to assist us in completing and implementing our diversity, equity, inclusion, and accessibility plan.
- Ensure that our wages and benefits are fair and competitive.
- Create advancement and educational opportunities for staff at all levels of the organization.
- Provide regular secondary trauma and stress management support for staff members.
- Invest in training and mentoring for people managers so that they can provide high quality staff support and development.

“ I feel human for the first time in my life. I'm a person, and I have some value - it gave me a sense of purpose.

- SOPHAT, BROADVIEW

03

With the right staffing and infrastructure in place, Compass will be able to increase the work that it does to meet growing community needs.

Today, more than 60,000 households in King County have severe difficulties finding affordable housing. Another 40,000 experienced homelessness at some time during 2020. Nearby communities like Tacoma also have significant needs for housing. Compass is ready to help meet these needs.

We plan to take several steps to grow through 2025.

- Rebuild Compass's development capacity and identify a pipeline

of potential affordable housing projects in the geographic area between Seattle and Tacoma.

- Seek out fully-funded expansion opportunities for emergency services including enhanced and hotel shelters in South King County and Pierce County.
- Move away from contracted food service by creating in-house food production capacity and employment opportunities for shelter guests and affordable housing residents.
- Launch a new revenue generating initiative offering housing resident services to other non-profit and for-profit housing providers.





When the darkness was so dark and the fog so dense that nothing could be seen that would enable one to hold the vessel on course, one needs only a compass to help point the way.

- FROM THE JOURNALS OF OTTO KARLSTROM,
FOUNDER OF COMPASS HOUSING ALLIANCE



At Our Core

We believe that Everyone Deserves A Home.

We envision a world in which every person lives in a safe, caring community.

We welcome all people equally and with love.

In Conclusion

More than 100 years after our founding, we are still pointing the way for our guests and residents. We have always stood alongside them as they choose their path. With the continued support of the community and our continued dedication to adapting, evolving, and trying new things, we hope to be that compass for anyone who needs it to find their way home.

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