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How can we use art to redefine traditional American narratives and inside-the-box policy solutions to help pave the way to real racial and economic justice?

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HUMAN SOLUTIONS



PORTLAND, OR
Rose Fellowship 2020-2022



Our Journey

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 & economic security.
- We invest in affordable housing & community assets that contribute to strong, inclusive neighborhoods.
- We advocate with our community for policies & investments that expand housing & economic opportunity, eliminate wealth inequality and end poverty.

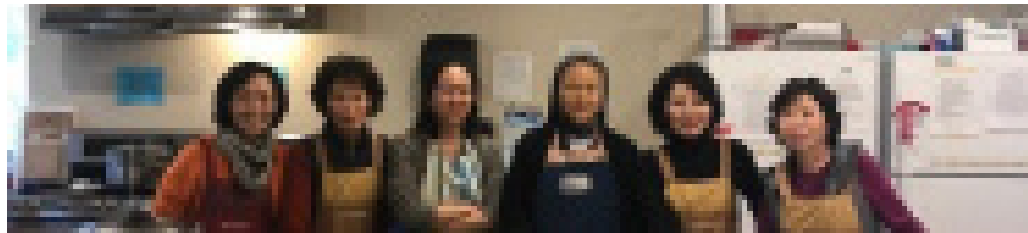
Human Solutions envisions vibrant, healthy neighborhoods where all people can share in the security, hopes & advantages of a thriving, supportive community.

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We believe the people we work with are the best architects of their own lives, a philosophy that infuses our culture.

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Learn about Human Solutions' impact: [HERE](#)



Human Solutions is a unique organization; we are both a Community Development Corporation that develops & operates housing and a social service organization. We offer a range of housing & economic security services:

1. Affordable Housing Communities. We own & operate 17 affordable housing communities with 720 units (plus 120 in the pipeline) that about 2,035 people (including 815 kids) call home. Our Resident Services team works with residents to maintain housing & build longer term economic stability.
2. Emergency Services for Women and Families Experiencing Homelessness. 90 women & 39 families find shelter & related services each night in our two emergency shelters. Our first priority for them is finding safe, stable housing.
3. Preventing Homelessness. We help people remain stable in their homes by providing utility & rent assistance to prevent power shut-offs & evictions. Participants work with our staff to ensure they are ready to pay rent on their own when the assistance ends.
4. Boosting Earned Income. We run employment programs for people with significant barriers. We often pair rent assistance with employment support so people can attend the kind of trainings needed to really boost earnings.

Our 245-square-mile service area is the poorest part of our county & the most racially diverse in the state. It has long experienced underinvestment. Portland is the county's large urban center – with higher incomes & far more amenities. We are due east, with a combination of low-rise urban and suburban development. Demographics. Our service area suits Human Solutions' focus to work with those with the least. 1 in 5 residents live in poverty. Of those, 42% are White, while 65% of the overall area population is White, meaning that People of Color experience poverty at higher rates than Whites. All area school districts have a majority of students qualifying for free and reduced lunch. Dozens of languages are spoken and immigrants & refugees often land in this portion of the Portland metro area because it is relatively affordable, though less so now with rising rents & housing pressure from those displaced elsewhere in this increasingly high-cost region.

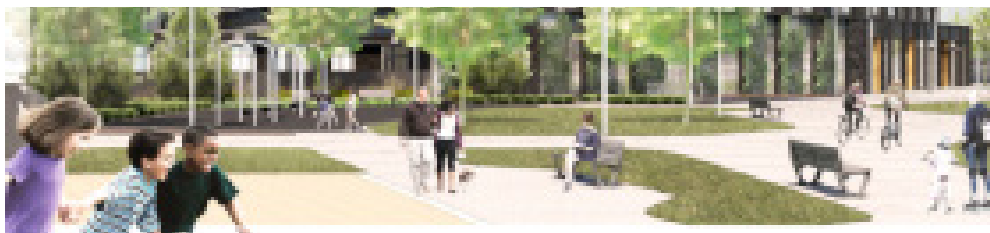
Organizational Culture

Human Solutions' organizational culture is mission-based and informed by the principles of Trauma Informed Care, which we apply not only to our direct service work but to how we interact with everyone – supervisors and staff, colleagues, partners, Board, etc... We believe the people we work with are the best architects of their own lives, a philosophy that infuses our culture. We are not saviors, we are cheerleaders, facilitators, program experts, mentors, helpers, connectors, cooks and resource providers – like an understanding, supportive family would be. The goal of our current diversity, equity and inclusion work (we are working with consultants all this year) is to build a culture of solidarity and an inclusive workplace where everyone feels welcome, valued and heard.

Our culture has really shifted as a result of our new Strategic & Equity Plan to welcome – and seek! innovation and change, when needed, and to forward creative thinking and strategies, particularly around racial justice and place-based solutions to create housing and economic security for all – especially the most marginalized. Human Solutions feels like a place where ideas – of all sizes – are encouraged and valued. That old saying “but that’s what we’ve always done” isn’t a thing for us. Human

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Solutions has long run solid social service programs that met goals and complied with all funder requirements. In the last four years and moving forward, we are focusing more on improving our program design and delivery to be driven more by our own experience and goals than by funders, though that will always be a factor. As a result, we are working together internally to identify ways to improve current programming – and incorporate more input from those who are or have used the services – and to decide which programming is right for the issues we aim to solve and for our organization’s strengths. One way to describe it is Human Solutions 2.0 – with a real focus on integrating community input.

Human Solutions’ goals for the next two years come from our 5-year Strategic & Equity Plan, which takes us through June 2023. Of its four main goals, one includes thought leadership (#3 below) and another includes moving toward being an anti-racist organization (#2 below). The goals are:

1. 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;
2. 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;
3. Human Solutions will advocate with our community for policies & investments that expand housing and economic opportunity, eliminate wealth inequality and end poverty; and
4. Human Solutions will develop the resources, internal systems, staffing and capacity to achieve our mission.

Human Solutions is transforming in several ways right now:

1. from a traditional social service organization to a social justice organization that helps people escape homelessness and poverty today and solves the systemic causes of poverty and homelessness for tomorrow;
2. from a contract-driven service provider to one that knows what works to meet its goals and designs programs and seeks funding accordingly; and
3. from a multi-cultural organization with awareness of racial justice issues to an actively anti-racist organization.

Hosting a Rose Fellow would help Human Solutions achieve these goals by adding significant capacity to our efforts to be thought leaders who educate and inspire our community to understand the causes of poverty and homelessness better (specifically historic and ongoing structural racism) so that we can get to a place where more effective solutions are possible. We

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We believe that people’s biases about poverty and race and their lack of understanding about the root causes of poverty, homelessness and racism are detrimental to our ability to solve these issues.

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Learn about Portland, OR [HERE](#)



are completing a rebranding process that will wrap up in Spring 2020, creating strong economic and racial justice messaging that we want to impactfully share across our community.

We believe that people’s biases about poverty and race and their lack of understanding about the root causes of poverty, homelessness and racism are detrimental to our ability to solve these issues. We know from recent experience that when we speak out about the root causes and portray people of color and those surviving poverty as powerful people who are working hard but bumping into systemic barriers, the response we get from those exact people is positive and clearly conveys a “more, please” response. We want to challenge the damaging narratives that dominate our culture: the bootstrap path to success and the notion that hard work is what leads to success. These narratives inform voters and others and send a message to people needing assistance that it’s their fault they need help, not our broken systems’. By working to change these powerful narratives we can positively impact the communities we work with.

VISION QUESTION:

How can we use art redefine traditional American narratives and inside-the-box policy solutions to help pave the way to real racial and economic justice?

HUMAN SOLUTIONS

Portland, Oregon

Rose Fellowship 2020-2022

FELLOW WORK PLAN FOR 1ST YEAR

Host Organization Name: Human Solutions

ORGANIZATION VISION STATEMENT 1:

Be a thought leader by spreading our message and values boldly and creatively in the community to change hearts and minds.

Projects to achieve Vision 1:

- 1) Consider public installations like billboards, inside/outside murals, ads on buses/bus stops, local buildings, news ads, travelling art shows/installations with participant presenters, and more!
 - **Role of Fellow:** Creative Genius and Idea Factory (and Project Manager!)
 - **Supervisor:** Lisa Frack, Director, Communications & Development
 - **Timeline:** Whenever the idea strikes – always be looking 😊
 - **Milestone 1:** Understand the landscape so our efforts are well planned to build on prior efforts or be different. Pay attention to what's already being done (e.g. Central City Concern billboards) and catalog efforts locally that you think are notable for being impactful, innovative and moving.
 - **Milestone 2:** Create a long list when there are enough (month 6 so there's time to execute?), prioritize those that are most do-able and brainstorm resources and realistic pathways. Understanding that this may be too methodical a process for this work; it may happen that one amazing idea is hatched and we go with it!
 - **Milestone 3:** Present top options (any options of magnitude) to Executive Director for buy in.
 - **Milestone 4:** Plan the when and how and identify whose help and resources are needed.
 - **Measurable Outcome:** Several projects happened and were assessed for impact and process afterwards to help plan future efforts.

- 2) Identify interesting and relevant projects that support the goals, depending on the fellow's skills. Theater? Vigil? Flash mob? Interactive artshop for the community, participants, supporters, anyone relevant! Interviews. Artful protest. This is where it gets open ended so we can seize on opportunities that arise and maximize the fellow's skillset.
 - **Role of Fellow:** Creative Genius and Idea Factory – and Project Manager
 - **Supervisor:** Lisa Frack, Director, Communications & Development
 - **Timeline:** Whenever the idea strikes or moment presents itself – always be looking 😊
 - **Milestone 1:** Create a long list when there are enough (month 6 so there's time to execute?) and prioritize the best and most do-able and brainstorm resources and realistic pathways.
 - **Milestone 2:** Present top options to Executive Director for buy in.
 - **Milestone 3:** Plan the when and how and identify whose help and resources are needed.
 - **Measurable Outcome:** Several projects happened and were assessed for impact and process afterwards to help plan future efforts.

ORGANIZATION VISION STATEMENT 2:

Create a storytelling strategy about our organization and roll it out on multiple platforms, including our web site and social media, videos, our print collateral, and our physical spaces (see #1). The story we want to tell is currently unfolding through an organization-wide rebranding process that will finish in February 2020. This work will build from that new brand - and bring it to life.

Projects to achieve Vision 2:

- 1) Infuse our new website with creative design and impactful storytelling that works for our audiences, with special attention to clarity, completeness and usefulness for people seeking services.
 - **Role of Fellow:** Art Director
 - **Supervisor:** Lisa Frack, Director, Communications & Development
 - **Timeline:** Months 1 to 5
 - **Milestone 1:** Understand design possibilities for new web site from web designer and brand.
 - **Milestone 2:** Concepts and plan for how art (storytelling, powerful messages, photographs and video) will be incorporated into new website is ready for community input.
 - **Milestone 2:** Plan and execute staff and community input (focus groups) to inform website design, needed information, feel and storytelling. Incorporate that feedback into recommendation for web designer and communications director.
 - **Measurable Outcome:** Web site is infused with powerful and inspiring art/stories.

- 2) Design powerful, show-stopping collateral across the org, from program flyers to slide decks to annual reports and volunteer and staff t-shirts. Equity is centered.
 - **Role of Fellow:** Art Director
 - **Supervisor:** Lisa Frack, Director, Communications & Development
 - **Timeline:** Months 1 to 6
 - **Milestone 1:** Understand and catalog needs for print collateral across the organization.
 - **Milestone 2:** Create a gant chart of who needs what when and a timeline to produce it.
 - **Milestone 2:** Meet with staff and focus groups as needed to gather stakeholder input and figure out what the best product will be.
 - **Measurable Outcome:** Collateral projects are being produced on schedule and stakeholders are happy.

ORGANIZATION VISION STATEMENT 3:

Create a plan for all Human Solutions properties – administrative offices, affordable housing communities (current and in development/construction), emergency shelters and service centers—to infuse them with visual art that shares our values and bold and inspiring messages of individual and community strength and equity, appropriate to each distinct space.

Projects to achieve Vision 3:

- 1) **Assess all our properties for art opportunities.** Find the blank walls, missing photos, lack of inspiring quotes, old art, banged up paint, mismatched chairs, and other neglected spaces where we might park the right art. Landscape design (including veg gardens) is an option.
 - **Role of Fellow:** Conduct the assessment, project lead
 - **Supervisor:** Lisa Frack, Director, Communications & Development
 - **Timeline:** First 4 months
 - **Milestone 1:** Schedule assessments at all locations with appropriate on-site staff
 - **Milestone 2:** Completed assessments with opportunity spaces identified in Excel
 - **Milestone 3:** Assessments shared with relevant staff at each location and feedback incorporated.
 - **Milestone 4:** Assessment and recommendations shared with supervisor and decision makers who could approve action steps.

- 2) **Prioritize and plan bold, inspiring art additions** to every place calling out for it. We want staff and participants to feel valued, special, warm, safe, welcome, inspired, and powerful. Community engagement is key to finding and creating the right art and messaging.
 - **Role of Fellow:** Project lead
 - **Supervisor:** Lisa Frack, Director, Communications & Development
 - **Timeline:** Next 2 months (months 5 to 6)
 - **Milestone 1:** Locations are prioritized and projects conceived/identified, based on time requirements of art prep, potential resources needed (\$, materials, community engagement), site enthusiasm.
 - **Milestone 2:** Gant chart is created to lay out the project timeline, and relevant site staff and resource getters are brought in for input and are on board with final proposals for top locations (reasonable number to be completed during fellowship).
 - **Measurable Outcome:** All locations are cataloged and ideas are confirmed (to be rolled out now or post fellow if needed). Priority locations/projects (3-5) are approved by key stakeholders and on deck to move ahead.

- 3) **Figure out how to complete the visions with the resources available (time and funds)** – connecting with our new brand and Vision 2 - storytelling. Partnerships with local funders, design agencies, other artists, etc... are all on the table.
 - **Role of Fellow:** Project Lead
 - **Supervisor:** Lisa Frack, Director, Communications & Development
 - **Timeline:** Next 4 months (months 7 to 10)

- **Milestone 1:** 3-5 sites are selected to move forward and there is a pathway to do so vis-à-vis resource, staffing, partners, etc...
- **Milestone 2:** Community engagement is complete.
- **Milestone 2:** 2-3 sites are complete and plans are underway to move the remaining ones forward.
- **Measurable Outcome:** All projects are complete and photographed/celebrated.

Enterprise Rose Fellowship

The innovative model of the Enterprise Rose Fellowship embeds architectural designers and community-engaged artists in place-based community development organizations that are committed to improving the quality of design, sustainability, and community engagement within their projects, throughout their organization, and in their communities.

Benefits of being a Rose Fellow

- + 2-year fellowship position
- + Annual stipend and benefits
- + In-person orientation
- + Two annual, week-long fellowship retreats
- + Professional development allowance and opportunities

Qualifications

Architectural fellowships

- + Applicants must have an accredited architecture degree in order to be considered for the fellowship:
- + NAAB-Accredited Professional Architecture degrees (B.Arch, M.Arch) are accepted for ALL positions
- + LAAB-Accredited Professional Landscape Architecture degrees (B.La, M.La) are accepted ONLY for the positions specified

Arts fellowships

- + Community engaged artists, teaching artists, or culture bearers in all disciplines -- including but not limited to: visual and performing arts, traditional and folk arts, digital media, dance, theater, literary arts and multi-media

All fellowships

- + Applicants must be eligible to work in the U.S. for the entire fellowship period

Key dates

THURS. FEB 27	2:00 - 3:30 PM EST	Webinar: Informational "Meet the Hosts"
THURS. MAR. 19	2:00 - 3:00 PM EST	Webinar: Rose Fellows Application FAQ
FRI. APR. 10	11:59 PM EST	Application Deadline
JUNE 22 - JULY 31		In-person interviews at Host location
AUGUST 15		Final decisions and notifications
OCT 1		Fellowship begins

Learn more

www.enterprisecommunity.org/rose

The Rose Fellowship in Numbers

Over 20 years there has been

84

2000 - 2020
fellows that have been hosted
in over



different cities nationwide and who
have partnered with



host organizations to design and
develop more than



community facilities and over

11,000

units of affordable housing.

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