



## Queen Anne Helpline

### 2017 – 2020 Strategic Plan

#### Overview

---

In the spring of 2017, the Board and staff of Queen Anne Helpline participated in two sessions facilitated by The Ostara Group to create a 2017– 2020 Queen Anne Helpline Strategic Plan. This document captures the key goals and objectives for Queen Anne Helpline over the next three years.

#### Mission

---

Queen Anne Helpline improves the lives of our neighbors in need by providing emergency assistance for housing, food and basic needs.

#### Values

---

- We treat everyone equally and with respect, dignity and confidentiality.
- We collaborate and partner with other organizations and with our community.
- We maintain transparency and fiscal responsibility.

#### About Queen Anne Helpline

---

Queen Anne Helpline is a community-based social service nonprofit that provides financial assistance, basic needs and other support services to individuals and families experiencing hardship.

The organization serves elderly, disabled and low-income people living in the Queen Anne, Magnolia, Interbay and South Lake Union neighborhoods of Seattle. Select programs are open to all Seattle residents.

The Queen Anne Helpline was formed in 1982 when a local grocer realized that many older customers were buying pet food to eat because it was all they could afford. Community leaders

joined together and established the Queen Anne Helpline with the mission of meeting basic needs of Queen Anne neighbors.

Over the past 35 years, Queen Anne Helpline has significantly expanded its programs and the geographic area it serves.

**Today, the organization offers a variety of serves to residents in its target service area of Queen Anne including Lower Queen Anne, Magnolia, Interbay and South Lake Union including:**

- Rent assistance
- Move-in assistance
- Utility payments
- Case management
- Weekend Food for Kids (in partnership with Ballard Food Bank)
- Thanksgiving Food for Seniors

**Services offered to *all* Seattle residents include:**

- Men's and women's clothing and linen bank
- Emergency pre-packed food bags
- Personal hygiene products
- Metro bus tickets
- Washington State ID vouchers
- Targeted referrals

Queen Anne Helpline has distinguished itself for its responsiveness to individual client needs and low barrier of entry to its programs. Queen Anne Helpline added case management and other supportive services in 2016 to help repeat clients get at the root of the issues underlying their economic insecurity, access eligible services and achieve their financial goals.

## **Plan Overview**

Over the next three years, the Queen Anne Helpline (QAHL) will focus on three key goals.

**Build a continuum of services to help clients increase self-sufficiency through housing and financial stability.** The success of a pilot case management program launched in 2016 encourages QAHL to make additional investments in offering one-on-

one case management and other supportive services to help people set and meet their financial goals, with a focus on preventing homelessness.

**Expand and diversify funding.** For most of its history, the primary source of funding for QAHL has been events. Moving forward, the organization will diversify its private and public funding sources to include more individual and corporate funding as well as more grant funding.

**Increase visibility of the organization.** QAHL is a valued partner in numerous coalitions and partnerships. The organization will continue to grow in its role as a valued partner and will work to increase its public presence more broadly in the Seattle community and advocate for financial security and preventing homelessness.

## 2017 – 2020 Strategic Plan

---

### PROGRAMS

**Maintain an effective program of emergency financial assistance. Build a continuum of services to help clients increase self-sufficiency through housing and financial stability.**

- A. Financial Assistance: Provide rental, utility and move-in assistance to neighbors who are experiencing hardship. Establish a flexible fund to address additional client-specific needs to maintain financial and housing stability.
- B. Basic Needs: Maintain programs that provide for basic needs (including clothing, hygiene supplies, bus tickets etc.) as well as Weekend Food for Kids and Thanksgiving groceries for seniors.
- C. Supportive Services: Expand supportive services to help neighbors increase self-sufficiency:
  - ❖ Expand our case management service
  - ❖ Increase financial literacy services
  - ❖ Expand resource access and targeted referrals
- D. Data: Expand our evaluation system to measure client satisfaction and our impact over time. Aggregate client metrics in a database capable of providing automated analytics.

## **DEVELOPMENT**

### **Continue to expand and diversify contributed revenue**

- A. Continue to expand grant writing effort to seek private and public support. Hire a part-time contract grant writer.
- B. Engage board in major donor cultivation and stewardship
- C. Create a timeline for hiring development staff

### **Continue to increase our visibility in the community**

- A. Deepen our participation in coalitions and other partnerships to advocate on behalf of the people we serve
  - ❖ Maintain membership in Seattle Human Services Coalition, Seattle King County Coalition on Homelessness and Seattle Helpline Coalition
  - ❖ Participate as a social service provider in relevant meetings with housing, utility and other groups
  - ❖ Provide referrals to clients for legal, tenants' rights and other resources
  - ❖ Help launch a regional effort, in partnership with a convening organization, to bring together other Seattle service providers to share initiatives, policies and current practices
- B. Continue to promote and raise awareness of the Queen Anne Helpline
  - ❖ Promote our impact through storytelling in public presentations, print and online collateral, media outlets and social media
  - ❖ Revise mission statement to reflect the continuum of services we offer
  - ❖ Explore re-branding (including our name) to reflect the larger geographic area we serve and the continuum of services we offer
  - ❖ Expand volunteer engagement and create an annual volunteer opportunity calendar
  - ❖ Document the success of our collaboration with Compass Housing to keep people in permanent housing, share findings and explore similar partnerships with other housing providers