The Colón Family
Solved it!

Just Solve It.

2011 Annual Report
We’ve figured out how to solve family homelessness.

Not mitigate, or manage or even eradicate. Solve.

Here’s the secret formula, which we now hope will be widely copied. Develop more access, better access, and faster access to holistic solutions that recognize how housing, health, and jobs are integrated into a whole that is greater than the sum of the parts. We do that here in our Solutions University—1,000 days to a permanent solution.

Don’t do it alone. Do it with the community and with those who wish to return from homelessness to once again have their place in that community. Coach them, guide them, support them. Challenge them to reach deeper, and let them solve it for themselves. Give them the challenge—and then give them the credit, because they will have earned it.

You saw the words, ”Just Solve it!” on the front cover. That’s what we do. We serve to solve. We do it that way because we believe that giving a homeless family this opportunity, giving them this safe harbor and all the hopes and dreams that go with it, means and motivates something huge. We have an enormous responsibility to them, and to you as a community partner.

We get to change attitudes and rebuild lives—with you and our residents. That is a big opportunity, and a large responsibility.

Solving family homelessness for one child means we’ve transformed more than just his or her life. We’ve set that life on a new and wonderful course, bound for success. And that generation will in turn create a next generation with a new attitude, a new history and new expectations. We aren’t just solving it for today. We are solving it for tomorrow, and for decades into the future. Multiply that by the 160 kids in our care right now and you will see and feel the magnitude of this undertaking, of which you are an important part.

We are pleased and proud to make this report, and to commit to an even greater effort in 2012.

An Evening to Remember... with Condoleezza Rice

Solutions for Change Highlights

Home Making—in 2011 we made significant additions to the housing stock we own and control. There is now an emphasis on acquiring, rehabilitating, and managing properties ourselves. This provides continuity of community for those in our 1,000-day program. It enables us to deliver key services more efficiently, and it means that the rental income is reinvested in creating solutions more quickly for more families. As families solve their homelessness, they become part of the solution for those who follow.

An Evening to Remember—Secretary of State Condoleezza Rice (2005–2009) headlined the annual Solutions for Change fundraising gala. Her presence, which galvanized a crowd of more than 550 people, marked a new level of recognition for the organization. More than $1.3 million was raised.

Financial Partners—We take pride in the breadth of our financial support within the community, from individuals and businesses (large and small) to faith communities, foundations, civic groups, and North County cities.

From companies such as Datron World Communications and TaylorMade Golf to foundations such as the Issa Family Foundation, the Genentech Foundation, The Lawrence Welk Family Foundation, and the Leichtag Foundation, we received repeated votes of confidence. Virtually every North County city supported Solutions for Change with grants and other resources, as did the San Diego County Board of Supervisors and the State of California.

Individuals played an important part, as well, providing philanthropic support for something they know is important to their communities.

It’s a roster of partners we’re pleased to have. For a full list of those who provided financial support in 2011, please see pages 10-11.
Dear Friend of Solutions for Change:

If a child—any child—pulled on your sleeve and asked you to help them, would you do it? What if you knew that the child tugging on your sleeve was homeless, and that your decision would affect not only the child’s present, but also his or her future? What if you knew it might be a matter of life and death? You’d help.

Figuratively, and sometimes literally, children pull on our sleeves every day at Solutions for Change and ask for help. They want what every child wants—a home, security, and their chance at a happy life. They’re just like your kids, except for one thing—they and their parents are homeless.

We know how to solve the problem of family homelessness—permanently. We’ve been doing it successfully since 1999. We know the positive impact solving it has on the lives of children, their parents, and the community. And we know that the most urgent need is to have more capacity to give more families faster access to the skills, knowledge, and resources that can solve it for them.

Once upon a time, the question was, “Can you really solve family homelessness?” That’s no longer a question. We’re doing it every day, with an incredible breadth and depth of support from individuals, businesses, faith communities, cities, state and federal agencies, and foundations.

There’s only one question now. What will we be able to say to the next child who tugs on our sleeves, asking for help? Will we be able to say yes, and help another youngster have a happy future?

This report tells you how we helped rebuild many lives last year, and how we’re preparing to rebuild even more lives in 2012 and beyond. It’s really a report on how you are solving family homelessness. Solutions for Change is a visible expression of the community’s commitment to solving family homelessness.

Thank you for caring, and for being part of that commitment.

Warm regards,

Chris and Tammy Megison

This is your moment to help.
Teena is thankful that an entire community—you—cared enough to offer help and support when she and her children were homeless, and she’s thankful that at a crucial moment in her life, she encountered Solutions for Change.

Four years ago, mounting personal struggles left Teena and her children homeless and at a crossroads. She knew something had to change.

“I didn’t know where I was going to go,” says Teena. “I had five kids who needed me and I had exhausted all of my options. Then someone referred me to Solutions for Change, and I made the call to set up an appointment.”

Teena was soon in Solutions University. She had taken the first step of a remarkable journey. She didn’t know it then, but it would be a transformative journey for her, and a generationally transforming journey for her children.

It wasn’t easy at first, but Teena dedicated herself to being successful and rebuilding bonds with her children, family, friends, and community. She had help at every turn, from Solutions coaches and from community members.

One of those community members was Amanda Bergara. Amanda, from North Coast Church, came to Solutions to start a women’s growth group. Within that group, Teena found friends, acceptance, and emotional sustenance.

Another major turning point for Teena was being offered a job at Datron World Communications, where she is an electromechanical assembler. The job was far more than just a job. It was an expression of trust in her as a person and a validation of her success. And it was also an outstretched hand from the community, an invitation to re-engage and assume her rightful place. She eagerly accepted.

This community contribution is at the core of Solutions’ success. Solving family homelessness is a community goal; Solutions for Change is the method and means by which the community implements its vision and achieves its goal.

With the strong encouragement and backing of all the communities in North County, Solutions for Change is leading people like Teena from homelessness to success, and from dependence to independence. Today, Teena is a proud graduate of Solutions University. She has a daughter in college and her other children are all in school and making college plans. She has a job that supports her and her family, a home for her family, and she is a tax paying citizen rather than a consumer of public resources.
Solutions in the Community

An important part of the solution at Solutions for Change is providing our residents the chance to give. The simple yet powerful act of giving serves to reintegrate them into the community, re-establish their sense of self-worth, and establish the need to think of the needs of others while tending to their own needs, as well.

One Wednesday we received a call from Camp Pendleton asking if we could serve 500 Marines and their wives and children at a family picnic day before the Marines’ deployment to Afghanistan. We would cook and serve the food, staff the children’s fun zones, and clean up afterwards. The lead time to prepare for this was three days. At our Thursday resident meeting, hands shot in the air as soon as the proposition was put forth, and on Saturday a committed, energetic group of 20 Solutions for Change residents showed up as a force of one. They got the job done, and grew in the process.

In 2011, many of our residents gave of their time and selves at numerous community events, including the Vista Rod Run, the Vista Strawberry Festival, the Welk Resorts 5K Run (benefitting the Deer Springs Fire Department), and many other service opportunities with churches, community groups, and individuals. This is Solutions in the Community, and it is an integral part of what we do, and what you as a supporter help make possible.

Giving isn’t something that just others do. It’s something we do, because we want everyone at Solutions, adults and children, to know and feel the restorative power of giving back. Solutions in the Community is a way for our families to express their gratitude and appreciation for the opportunities being given them by those who support Solutions for Change. It is you, and your community, to which they are giving.

Solutions in the Community—it’s a solution that matters to everyone. Thank you for making it possible.

Happy Solutions - Many small solutions add up to finally “just solving it” for homeless families such as Jessica and Dave, with David (4) and Billy (2). One of the key solutions is finding employment, which both Jessica and Dave did. But until recently, they lacked transportation, which meant four hours of walking a day for each of them to get to those jobs. Now they’ve solved that too, with their recent acquisition of a car—their first since becoming homeless. Solving homelessness for families is a series of victories, and we acknowledge and celebrate each one.
A Year of Solutions... By the Numbers

[Homelessness]
10,082 HOMELESS IN SAN DIEGO COUNTY
3,647 HOMELESS KIDS AND FAMILIES
61% ARE CHILDREN

Families in crisis knock on Solutions’ door and receive information, help, and/or housing

1,397

111 families lifted out of homelessness and in Solutions University

352 TOTAL PEOPLE ENROLLED AND LIVING IN SOLUTIONS UNIVERSITY

143 PARENTS
+ 209 CHILDREN

77% of the parents in the program acquired employment

77%

[Solution's University]

20,338 HOURS OF EDUCATION, HEALTH, AND JOB TRAINING CLASSES

1,000 DAYS = length of the Solutions University program

1,699 volunteers contributed 6,505 hours

1,397 1,699

$1.9 MILLION Taxpayers savings in 2011 by empowering our families to get off food stamps and cash benefits

Going Deeper... Serving for the Sake of Solving

111 families applied to Solutions University

111 families lifted out of homelessness and in Solutions University

1,397

1,000 DAYS

20,338

$1.9 MILLION

3,647 HOMELESS KIDS AND FAMILIES
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Going Deeper... Serving for the Sake of Solving
Solutions for Change delivers a permanent solution to two very important constituencies.

1. **The first is homeless families.** Our vision is solving family homelessness one family and one community at a time, and we do it with a model we call Solutions University. This is a unique 1,000-day program that equips residents with the knowledge, skills, and resources to permanently end their homelessness. Families spend the first part of the program on campus where they are mentored and can take advantage of a wide range of resources. They then move to their own rental housing. In this second phase of the Solutions University program, parents and Solutions coaches create the final framework for a new future—a future built around a commitment to gaining and maintaining a better life. This new life will be one free of programs and systems that enable and create dependency. It’s a life of accountability, responsibility, and dedication to creating a better life for the entire family, particularly the children.

2. **The second solution is solving family homelessness for the community.** Solving family homelessness is a community goal; Solutions for Change is the method and means by which the community implements its vision and achieves its goal. From philanthropic support to personal involvement, from individuals to faith communities and businesses, the community contributes many things in many ways. The result is a transformative and uniquely successful program.

One organization, two solutions, many successes.

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**Two Solutions**

Did you know? 94% of families living in New Solutions homes solve their homelessness permanently.
Financial Philosophy

Solutions for Change has, from its inception, pursued a path of fiscal prudence and that is reflected in our current financial position and stability. We derive income from a wide variety of sources, including individual and business donors, foundation grants, special events, rental income, social enterprise efforts, and federal and state grants. This diversification minimizes risk by not making us heavily dependent on any specific revenue stream or any specific donor. We have a solid portfolio of real estate, and an ever-expanding corps of private donors who share our strong commitment to helping families permanently solve their homelessness.

Our goal is to operate “lean” and be careful stewards of each dollar given in support of our efforts, while at the same time having the personnel and programs needed to help our residents achieve their goals and permanently end their homelessness.

Statement of Financial Position

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<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
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<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td>Current Assets</td>
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<tr>
<td>Cash and cash equivalents</td>
<td>$411,717</td>
<td>$122,883</td>
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<td>Grants receivable</td>
<td>63,696</td>
<td>103,348</td>
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<td>Pledges receivable, current portion</td>
<td>583,250</td>
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<td>Other</td>
<td>110,697</td>
<td>76,774</td>
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<td><strong>Total Current Assets</strong></td>
<td><strong>1,169,360</strong></td>
<td><strong>631,924</strong></td>
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<td>Property and Equipment, Net</td>
<td>11,000,307</td>
<td>8,223,836</td>
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<tr>
<td>Other Assets</td>
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<tr>
<td>Pledges receivable, net noncurrent</td>
<td>341,304</td>
<td>599,916</td>
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<tr>
<td>Operating/replacement reserves</td>
<td>224,177</td>
<td>195,568</td>
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<tr>
<td>Deposits</td>
<td>77,000</td>
<td>24,000</td>
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<td><strong>Total Other Assets</strong></td>
<td><strong>642,481</strong></td>
<td><strong>819,484</strong></td>
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<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$12,812,148</strong></td>
<td><strong>$9,675,244</strong></td>
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<table>
<thead>
<tr>
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<th>2011</th>
<th>2010</th>
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<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
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<tr>
<td>Current Liabilities</td>
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<tr>
<td>Total Current Liabilities</td>
<td>231,535</td>
<td>232,006</td>
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<td>Long Term Liabilities</td>
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<td>8,491,773</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>11,573,568</strong></td>
<td><strong>8,723,779</strong></td>
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<td>Minority Interest in Subsidiary</td>
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<td>4,954</td>
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<tr>
<td><strong>Net Assets</strong></td>
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<tr>
<td>Unrestricted</td>
<td>311,654</td>
<td>17,646</td>
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<tr>
<td>Temporarily Restricted</td>
<td>924,554</td>
<td>928,865</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>$1,236,208</strong></td>
<td><strong>$946,511</strong></td>
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<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$12,812,148</strong></td>
<td><strong>$9,675,244</strong></td>
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# Revenue and Expenses

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<tr>
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<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td><strong>Support &amp; Revenue</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$1,539,916</td>
<td>$158,901</td>
<td>$1,698,817</td>
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<tr>
<td>Grants</td>
<td>368,200</td>
<td></td>
<td>368,200</td>
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<tr>
<td>Rental income</td>
<td>406,951</td>
<td></td>
<td>406,951</td>
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<tr>
<td>Developer income</td>
<td>50,000</td>
<td></td>
<td>50,000</td>
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<tr>
<td>Interest &amp; miscellaneous</td>
<td>54,750</td>
<td></td>
<td>54,750</td>
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<tr>
<td>Net assets released from restriction</td>
<td>163,212</td>
<td>(163,212)</td>
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<tr>
<td><strong>Total Support &amp; Revenue</strong></td>
<td>$2,583,029</td>
<td>(4,311)</td>
<td>$2,578,718</td>
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<td><strong>Operating Expenses</strong></td>
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<td>Program Services</td>
<td>1,519,535</td>
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<td>1,519,535</td>
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<tr>
<td>Fundraising</td>
<td>217,644</td>
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<td>217,644</td>
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<tr>
<td>Management and general</td>
<td>151,230</td>
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<td>151,230</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$1,888,409</td>
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<td>$1,888,409</td>
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<tr>
<td><strong>Change in Net Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before Nonoperating Revenue and Expenses</td>
<td>694,620</td>
<td>(4,311)</td>
<td>690,309</td>
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<tr>
<td><strong>Nonoperating Revenue &amp; (Expenses)</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Minority interest in deficit of revenue and support over expenses of subsidiary</td>
<td>2,582</td>
<td>2,582</td>
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<tr>
<td>Interest residual receipts debt</td>
<td>(140,137)</td>
<td>(140,137)</td>
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<tr>
<td>Depreciation</td>
<td>(263,057)</td>
<td></td>
<td>(263,057)</td>
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<tr>
<td><strong>Total Nonoperating Revenue and (Expenses)</strong></td>
<td>(400,612)</td>
<td>(400,612)</td>
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<tr>
<td><strong>Change in Net Assets</strong></td>
<td>294,008</td>
<td>(4,311)</td>
<td>289,697</td>
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<tr>
<td>Net Assets at Beginning of Year</td>
<td>17,646</td>
<td>928,865</td>
<td>946,511</td>
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<tr>
<td><strong>Net Assets at End of Year</strong></td>
<td>$311,654</td>
<td>$924,554</td>
<td>$1,236,208</td>
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</table>

**Breakdown of Support & Revenue**

- Private Contributions: 66%
- Rental Income: 16%
- Developer Income: 2%
- Interest and Miscellaneous: 2%
- Public (Government) Funds: 14%

**Total Expenses**

- Program Services: 84%
- Fundraising: 9%
- Management and General: 7%
- Depreciation: 6%
**Board of Directors**

Danny Ashcraft – Chairman  
CEO & President  
Western CNC, Inc.

Gene Ford – Treasurer  
Retired  
Banker

Jerry Watson – Secretary  
Retired  
Communications Specialist

**Champion Investors**

**INDIVIDUALS**
Art & Lori Barter  
Mark King

**CORPORATIONS**
TaylorMade Golf Company  
DJO Global  
Datron World Communications

**Impact Investors**

**INDIVIDUALS**
Debbie King

**CORPORATIONS**
Western CNC, Inc.  
Bumble Bee Foods LLC  
Watkins Manufacturing Corporation

**2011 Impact Partners**

Abbott Laboratories  
Mayor Sam Abed  
Advanced Builders Properties  
Advanced International Multitech  
John & Karen Ahlawede  
John & Lisa Alesi  
All Saints Episcopal Church of Vista  
Marita V. Allen  
Jenny & Khaled Al-Shafie  
Joe & Mary Kay Amides  
Konrad Anderson  
Richard Andre  
Angel Society of Fallbrook  
Stephanie Anguiano  
Gregory Armstrong  
Harry & Kim Arnett  
Majorie L. Arnold  
Chris Arthur  
Danny & Carolyn Ashcraft  
April Ashcraft Ramirez  
Regina C. Aubrey  
Rick & Tammy Bexius  
Dennis & Trina Baggett  
Terry & Kay Baker  
Bandon Dunes Golf Resort  
Gary & Sandy Barberio  
Dr. Roland & Patty Barberio  
Tony & Bobbi Baron  
Bruce & Marlene Baumann  
BD Biosciences  
Todd Bearup  
Dick & Charlene Belprez  
Scott & Cathy Berg  
Amanda Bergan  
Richard & Mancy Bernier  
Tracey Best  
Shirley Ann Betraun  
Donna Blackmond  
Elaine Blankinship  
Kevin & Joan Bockman  
Tim & Susie Boiler  
Thomas & Pam Boyer  
Brent Family Foundation  
Brickman  
Steven Britton  
Todd & Laura Brooks  
Virginia & Frank Brophy  
Brother’s Keeper Ministries  
Dezere Brown  
Sheryl Brown  
Brunner & Ross Management  
Duane Bryson  
Patricia J. Bullock  
Keisha Cahill  
Betty S. Cahill  
Cakebread Cellars  
Frank & Nanette Calderaro  
Calvary Chapel Oceanside  
The Scotty & Kathy Cameron Fund  
Carat  
Christine Carlino  
Michael & Kelly Carr  
Karen L. Carrothers  
Dan Caccino  
Evelyn Casley  
Sean & Lisa Cavanaugh  
J.B. & Robin Chamberlain  
Chelsea Investment Corporation  
Bernard Cheng  
Chuck-A-B  
Chipotle Mexican Grill  
Carl Chrisman  
Christ the King Lutheran Church  
Tom Consolati  
Cynthia & Paul Clark  
Murphy Clarke  
Fred & Dolores Clayton  
John & Joan Coffin  
Larry & Eleanor Cohen  
Laureen E. Coleman  
Paul & Maureen Colucci  
Kathleen Congilo  
John Conrad  
Frank & Marketa Corona  
Larry & Linda Costello  
Danielle Couch  
Lisa & Keith Courtemanche  
Barbara Craig  
Mark Crandall  
Jeff & Valerie Crane  
Catherine Cronin  
Gary & Dawn Cunneen  
Susan Custer  
Cymer  
Cindy & Mark Dankberg  
Rick & Celia Darrow  
David V. Daubenspeck  
Ron Davis  
DB Associates  
Diane Lynn Deboer  
Fredd & Colleen DeLo  
Kate Denbo  
Wee & Tammy Denlinger  
Bobbi DePorter & Joe Chapon  
William & Christine Detrich  
Diamond Environmental Services  
Wally & Linda Deckmann  
Thomas & Betty Doffler  
Stephen Dorros  
Chris Dotson  
Kevin & Erin Duffy  
Mike & Sandy Dunn  
Dana Dutcher  
Eddie Waste and Recycling Services  
Margaret E. Edinger  
Kathy Edlin  
El Camino Rental  
Susan Ellison  
Rick & Cynthia Engel  
Tim & Susan Epp  
Ernest Packaging Solutions  
Mildred T. Espy  
Fairmont Hotels & Resorts  
Kathleen Farley  
Faulkner Winery  
Cynthia Fenimore  
Tobi Ferguson  
Mike & Celeste Ferris

Thank you to all those who partnered with us and supported our work in 2011.
Solutions for Change has made every effort to confirm the accuracy of donor information presented. Please advise us of any inaccuracies or omissions.
How you can be part of the solution.

DONATE
Your philanthropic contribution will create bright futures for children.
VISIT www.solutionsforchange.org or call 760.941.6545

VOLUNTEER
Your personal involvement can change the course of someone’s life.
CALL 760.941.6545 for more information

HIRE
Let our residents put their skills and knowledge to work in your business.
EMAIL hire@solutionsforchange.org