
The Dillard Family
Milestones

We began 2013 with the mantra “More.Better.Faster.” We would better equip families with the educational, employment and health resources needed to address and solve the root causes of their homelessness so that they could remain housed. And we would do all of this faster than we’ve ever done before. We’re happy to report that this feat has been accomplished. How did this happen? We believe that it is because of our people. Solutions for Change has the best people to champion and invest in our vision, the best employees to deliver our programs, and the best leaders in our communities who see a new way and a new design. Because these people are so good and because they are so committed, we are delivering record numbers of families out of homelessness and back into our society, equipped, housed and transformed.

Make no mistake, if you are involved in Solutions for Change you are involved in an ever-growing and evolving transformative effort. Some call it a movement, others an imperative. But for our families, it is a deeply personal, life-changing experience.

A Historic Proclamation
In April, we received a critical showing of support for the Solutions model through the historic signing of a first-ever 5-mayor Proclamation from the mayors of Carlsbad, Escondido, Oceanside, San Marcos and Vista. The Proclamation recognizes the imperative to solve family homelessness and outlines the cities’ desire to scale the Solutions model within their own communities.

The Grand Opening of Vista Terrace
2013 marked the completion and grand opening of our Vista Terrace apartments. Nestled in the city of Vista, this complex was a result of a public-private partnership that allowed Solutions to turn a worn-down complex into a thriving center of supportive housing for 47 deserving families.

Record Breaking Growth
Thanks to the opening of Vista Terrace, Solutions was able to expand its offerings to 57% more families. This expansion makes 2013 the single largest year of growth the organization has ever seen. Being able to house significantly more families means that even more can begin their journey out of homelessness.

An Evening to Remember
Our annual gala, An Evening to Remember...with Mrs. Laura Bush, rallied more than 800 people around our vision and raised more than $1.25 million to help solve family homelessness. One of the most beloved and admired American First Ladies, Mrs. Bush, praised Solutions’ “strategic thinking” in making education and other services a priority for its homeless families.

Largest Graduation to Date
In September of 2013, we celebrated our largest graduation yet with a total of 20 graduates and commences. The ceremony honored the hard work of families reaching the midpoint of the program, as well as those successfully completing the full 1,000-day program.

A Happy Place for Our Children
We swung open the doors on our new Child and Youth Center, a space dedicated to our Solutions kids, now located adjacent to our main campus. Our parents love the new accessible location and our kids are overjoyed by their access to the Solutions playground.

Servant Leadership Culture
We continue to invest heavily in our residents and our staff, providing coaching in Servant Leadership - an organizational, management and life philosophy that is incorporated into our Teen Leadership Summit, into over 2,000 hours of resident coursework, and into monthly staff meetings throughout the year.

The Megisons cast a vision of solving family homelessness by launching Solutions for Change out of a small church.

First year-round family “shelter,” the Intake and Access Center opens.

Record seven local municipalities collaborate to fund and build a five-building, 33-unit regional Solutions Family Center. Congressional recognition given.
Dear Friends and Supporters,

It has been a year of excitement at Solutions for Change, with dreams fulfilled and even more possibilities on the horizon. For that, we have you to thank. Together, as we forge new ground, try new approaches and fearlessly move forward with innovative ways to solve family homelessness, we are reaching and rebuilding hundreds of lives. And we are doing so in vastly different ways than ever before.

Together, we’re delivering a 1,000-day program that moves families from dependence on government aid to self-sufficiency. We’re renovating worn-down apartments into award-winning housing communities. And we’re building and operating a world-class aquaponics farming social enterprise. These are all initiatives that push conventional boundaries. But this is who we are. We are Solutions for Change and this is what we must do in our pursuit to uncover and discover the long-term solutions that families and communities need to defeat homelessness. Underpinning it all is a culture of servant leadership, serving for the sake of others for the sole purpose of solving family homelessness.

As you read this report and reflect on your time with Solutions this past year, we hope you’ll see the results of our work together. We hope you’ll enjoy seeing the impact numbers and reading the stories of complete transformation that you’ve helped make possible. And most importantly, we hope this report will give you a sense of how profoundly you are effecting this change by digging deeper and addressing the root causes of our families’ homelessness. We think that anything else merely contains, enables, and eventually grows homelessness and poverty.

Solving family homelessness must be about equipping people with the skills, knowledge and resources needed to move from being revenue users to revenue producers. We think that the families we serve should start returning money to the system as taxpayers, eventually cancelling out what was invested in their re-housing and rehabilitation, and winding up as net contributors. It is a big goal, we know, but that is the expedition we are on and this is what you are supporting when you underwrite a future for a family, champion Solutions at your church or business, or invite your friends to An Evening to Remember.

If you think the lives that have been transformed in 2013 are big, we can’t wait for you to see what’s next!

Serving to Solve,

Chris and Tammy Megison

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2013 Highlights

June 13
Solutions receives the San Diego Housing Federation’s Ruby Award for excellence in affordable housing.

June 21
Doors open at Vista Terrace, adding 47 new supportive housing units and increasing Solutions capacity by 57%.

August 5
The first Teen Leadership Summit kicks off, bringing with it a program that challenges teens to live above the influence.

August 23
Chris and Tammy receive the Starfish Leadership Award, presented at the Carlsbad Chamber of Commerce’s annual State of the City luncheon.

September 21
Our supporters celebrate at the 3rd annual An Evening to Remember…with Mrs. Laura Bush.

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2006
New Solutions, an affordable housing initiative within Solutions, begins and acquires first 10 homes for graduate families to rent.

2007
Solutions for Change restructures all of its resources around a new model called Solutions University—1,000 days to a permanent solution.

2008
Books for Real Change social enterprise started.

2009
Our Community Leadership Team creates the multi-year Finding Our Way Home initiative whose goal is to solve homelessness for 200 families and 400 children. New Solutions expands, purchasing 9 more homes.

2010
Secretary of State Condoleezza Rice (2005-2009) keynotes our inaugural An Evening to Remember…

2011
New Solutions affordable housing evolves into a significant housing acquisition initiative with the purchase of 22-unit Primrose Park apartments.

2012
Rudy Giuliani keynotes An Evening to Remember.

2013
Solutions Education & Training Center opens, providing a skills and employment hub for Solutions’ residents. Solutions Farms opens proving it’s possible to do well while doing good. Primrose Park Apartments opens, providing 22 units of affordable graduate housing.
The Breen Family Story

Lucy can hardly express just how much Solutions for Change has meant to her and her daughters. “We are overwhelmed with gratitude at what this program and its supporters have done for us.” That support came just as Lucy was undergoing the hardest year of her life.

Many people think of homelessness as a result of generational poverty, drugs, or addiction. Lucy’s story doesn’t fit into that mold, coming from a background not too different from those who are employed, housed and financially secure. “We were well-off,” she says. “My kids were spoiled. They wanted for nothing, and we lived on an acre of property outside of Scottsdale. It was a really comfortable life.”

She and her husband owned a successful construction company that seemed to defy the odds, even during the worst parts of the recession. While their competitors were going under, they were thriving. It seemed too good to be true.

All that changed when her husband started using drugs. Lucy tried to hide it from their five girls, but ultimately the addiction got out of control and they were forced to leave. “I picked up a U-Haul, loaded all our stuff, and got out,” she says.

She found temporary refuge with family in San Diego. When staying with them was no longer possible, Lucy was at a loss. After running out of options, she and the girls drove down to the beach and stayed in their car. They even found a surfboard and tried to pass the time off as a “Surf Safari”, a true California adventure. Inside, Lucy was panicking.

“If it was just me, I would be fine. But I had the girls. And I was desperate for a real solution.” She researched homeless services and found Solutions for Change. She immediately called and the family entered the program a few weeks later.

The day they arrived at Solutions’ Intake and Access Center (IAC), Lucy remembers she could finally breathe again. Her girls had a bed to sleep in and a roof over their head. When she found out they would be fed as well, she didn’t know what to do with herself. “I was ecstatic,” she said. “I could finally stop worrying about where we would stay and what we would eat, and instead focus on building our future.”

After months in the IAC, a spot opened up at the Solutions main campus, giving the family a comfortable home with ample room. Thanks to Solutions’ Workforce Development Program, Lucy found work in a sales role, which she “absolutely loves”. She regularly attends classes at Solutions, which include parenting, servant leadership and co-dependency courses. She also has access to one-on-one counseling, which has been a much-needed support for her journey. “The classes and counseling have helped me understand why I was allowing what I was allowing for so long,” she says. “An understanding which will prevent me from ever letting it happen again.”

The lessons she’s learned at Solutions are lessons that Lucy has passed on to her girls. “I never want them to go through the same thing I did,” she says. “I tell them everything so that they can learn from my mistakes and grow to be strong, independent women.”

As for the challenges of the past year? “I hope my girls never forget it,” she says. She hopes as they grow they remember to give to others what Solutions and its community of supporters have given to her family.
At Solutions Farms, there is a natural synergy between the growing of nutritious produce and the rebuilding of lives for the families we serve. It was from this idea that our social enterprise, Solutions Farms, was born in July 2012. It was created with the help of community members who offered more than 3,000 hours of donated volunteer time and $100,000 of in-kind donations. This work transformed the two-acre plant nursery into a state-of-the-art aquaponics center.

The now fully functioning farm boasts substantial harvests, producing over 18,000 lbs of baby greens, basil, rainbow chard, and kale each year, as well as large, healthy tilapia (over 500 pounds of them!) that are sold to local fish companies after they outgrow our tanks. The organically-certified operation continues to utilize far less water than conventional growers, and uses no fertilizer or pesticides.

The operation’s lack of chemicals has inspired our farm team to get creative this year - releasing 120,000 lady bugs to act as natural deterrents to the more harmful insect varieties. In 2013, the farm also explored its success with over 90 plant varieties, editing and refining the system to yield the highest quality, most prolific produce the farm can muster.

Our partnerships have grown alongside our produce. Solutions Farms’ baby greens and basil are now being served within Vista Unified School District (VUSD) schools – many of which are attended by our own Solutions children. In addition, kale, green onions, baby greens and other herbs are proudly sold at our Thursday farm stand at Tri-City Medical Center – a farm stand that continues to sell out weekly.

So can a business that does good also do well? Solutions Farms is proving that it can every day. And our residents and farm staff show no signs of slowing down.

Solutions Farms

Teen Leadership Summit

Spend five minutes with one of our Solutions teens and the first thing you hear about will likely be the 2013 Teen Leadership Summit. The two week program got our teens endlessly excited about their unlimited potential – potential that the harsh realities of homelessness have often hidden from view.

Teen Summit Coordinator and Solutions Case Manager, Tawny Grant, shares, “The Summit is all about living above the influence and not making low-road choices, like getting involved with gangs or dropping out of school. We define what being a leader means for them in the context of their everyday lives – with their families, their school, their friends.”

The Summit is designed to help our Solutions youth handle some of the challenges of their teenage years and difficult backgrounds. It includes lessons on academic stress, parental communication, dating issues, the residual effects of physical and emotional abuse, bullying, addiction, peer pressure and other realities of young life. It also teaches them Servant Leadership, a life philosophy that reinforces their sense of individual potential while simultaneously reminding them of their role as a member of the larger community.

The teens mix classroom-style lessons with outside field trips that widen their world view through community service projects and exciting new adventures. For many teens, this meant their first time to the ice skating rink, San Diego’s Wild Animal Park, and even a trip to see how local business, TaylorMade Golf, is run. It also meant the packing of school supplies and donations for Solutions’ younger children, getting the teens in the habit of leading by serving.

The Summit reinforced that anything is possible for our Solutions youth. Their trajectory is no longer dictated by their past, but by all that they can imagine for their future.
A Year of Solutions... By the Numbers

Homelessness

8,879
HOMELESS IN SAN DIEGO COUNTY*

*Source: The 2013 San Diego Regional Annual Homeless Assessment Report

1,866
HOMELESS PARENTS AND THEIR CHILDREN
60% ARE CHILDREN

2,250
Families in crisis knock on Solutions’ door and receive information, help, and/or housing

Our Families

588 families applied to Solutions University

79% of the families that entered Solutions University moved into permanent housing

77% of the parents in the program acquire employment

Intake and Access Center

Serving 12 Families

Homes

28 On-Campus Homes at Solutions University

Total Square Feet of Solutions Property

162,917 square feet at the end of 2013
82,000 square feet on the horizon

57%
Increased housing capacity in 2013

Total People Enrolled and Living in Solutions University*

161 Parents
323 Children
484

8,879 HOMELESS IN SAN DIEGO COUNTY*

* Source: The 2013 San Diego Regional Annual Homeless Assessment Report

2,250 Families in crisis knock on Solutions’ door and receive information, help, and/or housing

588 families applied to Solutions University

79% of the families that entered Solutions University moved into permanent housing

77% of the parents in the program acquire employment

162,917 square feet at the end of 2013
82,000 square feet on the horizon

57%
Increased housing capacity in 2013

* Snapshot as of 12.31.2013
New Solutions Homes
located throughout North County

Solutions Farms

90,000
Total plants harvested at Solutions Farms

27
We sell produce to 27 schools within the Vista Unified School District

1,000,000 gallons
of water saved over traditional farming

120,000
lady bugs released as part of our integrated pest management

1,300
Tilapia fertilize the nutrient-rich water

32,320
hours of education, health, and job training classes

1,750
volunteer hours at the farm

500
pounds of fish harvested

Solutions Owned 46 at the start of 2013
Solutions Owned 93 at the end of 2013
73 more housing units on the horizon

= 133 Total Solutions for Change Homes

We sell produce to 27 schools within the Vista Unified School District

Total plants harvested at Solutions Farms

1,000,000 gallons of water saved over traditional farming

120,000 lady bugs released as part of our integrated pest management

1,300 Tilapia fertilize the nutrient-rich water

32,320 hours of education, health, and job training classes

1,750 volunteer hours at the farm

500 pounds of fish harvested
Financial Philosophy

Solutions for Change has, from its inception, pursued a path of fiscal prudence 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 because we are not 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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<tr>
<th>ASSETS</th>
<th>2013</th>
<th>2012</th>
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<tr>
<td>Current Assets</td>
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<td>Cash and cash equivalents</td>
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<td>Grants receivable</td>
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<td>Other</td>
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<td>Other Assets</td>
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<td>Related party receivables, net, noncurrent</td>
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<td>Pledges receivable, net, noncurrent</td>
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<td>Operating/Replacement reserves</td>
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<td>Deposits</td>
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<td>Total Other Assets</td>
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<td>TOTAL ASSETS</td>
<td>$15,860,941</td>
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<th>LIABILITIES</th>
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<td>Unrestricted</td>
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<td>TOTAL NET ASSETS</td>
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<td>TOTAL LIABILITIES AND NET ASSETS</td>
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### Revenue and Expenses 2013

#### Support & Revenue

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<th>Description</th>
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<td>Rental Income</td>
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<td>In-kind Donations</td>
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<td>Solutions Enterprise Income</td>
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<td>Interest &amp; miscellaneous</td>
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**TOTAL SUPPORT & REVENUE** $4,052,356

#### Operating Expenses

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<td>Management and General</td>
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**TOTAL OPERATING EXPENSES** $3,737,956

#### Change in Net Assets Before

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#### Nonoperating Revenue & (Expenses)

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<td>Interest – residual receipts debt</td>
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**TOTAL NONOPERATING REVENUE & (EXPENSES)** ($698,160)

#### Change in Net Assets

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#### Net Assets at Beginning of Year

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<td>941,789</td>
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**NET ASSETS AT END OF YEAR** $558,029
Board of Directors

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

Gene Ford – Treasurer
Retired
Banker

Jerry Watson – Secretary
Retired
Communications Specialist

Monique Bobadilla
Associate Director, Human Resources
Genentech

Walter Kuchinsky
Industrial Mechanic
Watkins Manufacturing Corporation

Sandra Shuda
VP of Human Relations
Watkins Manufacturing Corporation

Duncan Wallace
Owner
Kand Medical

Chris Smith
Director, Stewardship & Development
St. Thomas More Catholic Church

Dr. Paul & Lori Ague
John & Karen Ahlawede
AKT LLP
Valerie Alexander
Allan’s Alley
Jenny Al-Shafie
Anderson Health Counseling
Angel Society of Fallbrook
Nicholas Angelucci
Robert Anthony
Joseph Ashley
Jane Allison Austin
Tim & Elaine Baker
Terry & Kay Baker

Foundations
Fort for Children
Genentech Foundation
Issa Family Foundation
Lawrence Welk Family Foundation
NBC Universal Foundation
Wells Fargo Foundation

Public (Government) Funders
U.S. Department of Housing & Urban Development
State of California Housing & Community Development

Public (Government) Funders (cont.)
County of San Diego Housing & Community Development
County of San Diego, Neighborhood Reinvestment Grant
City of Carlsbad
City of Escondido
City of Oceanside
City of San Marcos
City of Vista

Impact Investors

Individuals
Danny & Carolyn Ashcraft
Art & Lori Barter
Congressman Darrell & Kathy Issa
Brian & Blossom Kennedy
Mark King
Nick & Florena Knych

Corporations
Datron
Genentech
TaylorMade Golf Company
Wells Fargo Bank

Public (Government) Funders
U.S. Department of Housing & Urban Development
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City of Vista

2013 Impact Partners

Diana Aaron
Tome & Tom Aasen
Abbott Laboratories
Sandra Moditl-Adams & Greg Adams
Tonlee & Rob Adamson
Adecco Staffing
Advanced Builders Properties
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City of Carlsbad
City of Escondido
City of Oceanside
City of San Marcos
City of Vista

Thank you to all those who partnered with us and supported our work in 2013.
Solutions for Change has made every effort to confirm the accuracy of donor information presented. Please advise us of any inaccuracies or omissions.
When Lucia walked into her Vista Terrace apartment for the first time, she felt like she and her family were “finally home.” That feeling was a far cry from the insecurity she had felt just a few years earlier when she was a victim of domestic abuse. When her husband walked out on her and their two kids, Lucia knew her misfortune might be a blessing in disguise – a chance to reclaim their lives. They came to Solutions four days before Christmas and she says she still remembers the look on her children’s faces. “They had presents in their hands before we were even shown a bed. And they loved what felt like a constant slumber party at the IAC,” she says. Now after over a year at Solutions, the kids are thriving and Lucia finally feels at ease.

“We feel so blessed to be offered this second chance,” she says.

A second chance made possible by Solutions for Change and supporters like you.