



PIONEER
HUMAN SERVICES
A CHANCE FOR CHANGE

We empower justice-involved individuals to **overcome adversity** and **reach their full potential.**



STRATEGIC PLAN
2024-2029

Together, we stand on the edge of a new era

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Introduction

Pioneer Human Services stands at a pivotal moment in its journey. After much restructuring, we are now poised to embark on a transformative path toward social change.

During the first quarter of 2024, we finalized our strategic planning, and as such, we have articulated a visionary goal that simplifies and encapsulates the essence of our mission: **To eradicate mass incarceration through innovative social entrepreneurship.**

The landscape of mass incarceration in the United States is one fraught with complexities and injustices. Fortunately, Pioneer is well-positioned to address many of these challenges. Roughly 1.9 million people were incarcerated in the United States at the end of 2023. What is more alarming is the disproportionate impact on marginalized communities, particularly people of color, highlighting the urgent need for systemic change and reform.

Our new mission statement underscores our commitment to empowering justice-involved individuals to overcome adversity and realize their full potential. It is a testament to our unwavering dedication to creating pathways

for rehabilitation, reintegration, and redemption within a justice system flawed by inequities and biases.

As we delve deeper into the heart of our strategic plan, it becomes evident that the journey ahead will be challenging yet profoundly impactful. The statistics speak volumes: A prison population six times larger than it was half a century ago, with Black Americans incarcerated at five times the rate of their white counterparts. These stark realities compel us to advocate for radical change, to challenge existing systems, and to strive for a justice system that is truly equitable and just for all.

Our future is intrinsically linked to our resolve to **dismantle mass incarceration and reduce recidivism rates through innovative social entrepreneurship**. Our model, recognized as one of the largest nonprofit social enterprises in the nation, serves as a beacon of hope and opportunity for justice-involved individuals seeking a new chance at life.

As we navigate the complexities of our strategic plan, we are acutely aware of the challenges that lie ahead. Our approach includes not only decriminalizing controlled substances but also actively promoting a therapeutic response to substance use disorders, moving toward a more compassionate and effective model of care. These are critical steps we must take to ensure lasting change within the criminal justice system, aiming not just to reduce mass incarceration but to **enhance the well-being of individuals and foster thriving communities**.

In the pages that follow, you will find a roadmap that outlines our vision, mission and strategic priorities to realize our ultimate goal of eradicating mass incarceration.

Together, we stand on the edge of a new era – one defined by resilience, innovation, and unwavering commitment to social justice.

A handwritten signature in black ink, appearing to read 'AJW', with a stylized flourish extending to the right.

Anthony J. Wright, CEO
Pioneer Human Services

Anthony J. Wright, CEO
Pioneer Human Services



CEO's Vision

To eradicate mass incarceration through innovative social entrepreneurship.

Our vision captures the essence of our renewed commitment to social justice, equity, and systemic reform within the criminal justice system. By addressing the root causes of overincarceration and advocating for transformative change, we not only challenge existing paradigms but also pave the way for a more just, compassionate, and inclusive society. Our vision statement serves as a beacon of hope and direction, guiding us on a path toward dismantling mass incarceration, empowering individuals to become successful, and ultimately reshaping the future of our communities.

Why Mass Incarceration?

Eliminating mass incarceration and supporting individuals who have been incarcerated to successfully reenter society are interconnected goals that address different aspects of the criminal justice system.

Mass incarceration refers to the high rates of imprisonment in a population, often driven by policies that prioritize punishment over rehabilitation and disproportionately affect marginalized communities.

By working to eliminate mass incarceration, Pioneer can address the systemic issues that contribute to overincarceration, such as harsh sentencing laws, racial disparities in the criminal justice system, and limited access to diversion programs or alternatives to incarceration.

This broader goal seeks to reform the criminal justice system, promote fairness and equity, and reduce the reliance on incarceration as a primary response to crime and criminal behavior.

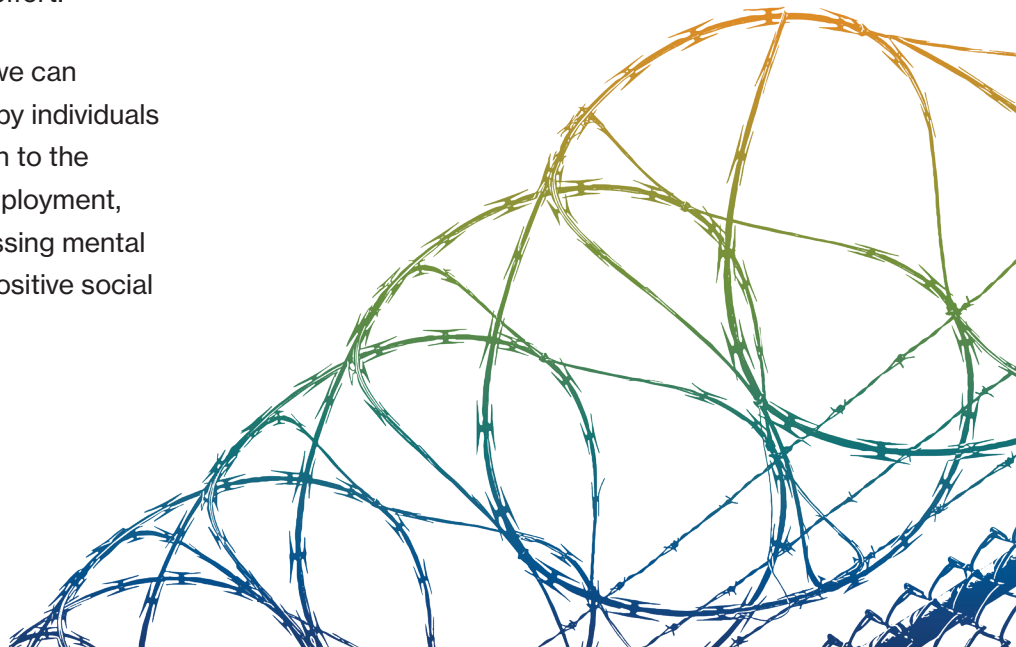
Helping individuals who have been incarcerated reenter society effectively is a vital component of this larger effort.

By providing reentry support, we can address the challenges faced by individuals transitioning from incarceration to the community, such as finding employment, securing stable housing, accessing mental health services, and building positive social

connections. Successful reentry programs not only promote rehabilitation and reduce recidivism, but also contribute to the overall goal of reducing mass incarceration by addressing the root causes of criminal behavior and supporting individuals in leading productive lives post-release so that they do not return to incarceration.

In summary, while eliminating mass incarceration addresses the systemic issues that drive high rates of imprisonment, supporting reentry initiatives is essential for ensuring that individuals leaving incarceration have the resources and opportunities needed to successfully reintegrate into society and break the cycle of involvement in the criminal justice system.

Both goals are very complementary and contribute to a more just and effective criminal justice system.



The Role of Social Entrepreneurship in Our Future

Social entrepreneurship stands as a cornerstone of Pioneer Human Services' vision for the future, offering a transformative approach to addressing the complex challenges of mass incarceration and reentry into society. At the heart of our mission lies the recognition that traditional models within the criminal justice system have often fallen short in providing sustainable solutions for justice-involved individuals.

As we strive to eliminate mass incarceration, social entrepreneurship will be our engine for effecting lasting change. By fostering innovative solutions and approaches, we can disrupt the status quo and create pathways for rehabilitation, reintegration, and community empowerment. Social entrepreneurship empowers us to think creatively, act decisively, and collaborate effectively with stakeholders across various sectors to drive systemic transformation.

The essence of social entrepreneurship lies in its ability to combine business principles with a social mission, creating sustainable ventures that not only generate economic value, but also deliver tangible social impact. By harnessing the power of social entrepreneurship, Pioneer Human Services will pioneer new models of intervention, support, and advocacy within the criminal justice system. Through strategic partnerships, community engagement, and a commitment to social justice, we can catalyze change at both the individual and systemic levels, fostering a culture of empowerment, resilience, and inclusion.



Moreover, social entrepreneurship aligns seamlessly with our focus on supporting individuals reentering society post-incarceration. By leveraging entrepreneurial principles and innovative practices, we can design reentry programs that address the holistic needs of justice-involved individuals, from employment and housing to entrepreneurial support and community integration. These initiatives not only facilitate successful reentry but also lay the groundwork for long-term rehabilitation, reducing recidivism rates and promoting a more equitable and just society.

Our Mission

We empower justice-involved individuals to overcome adversity and reach their full potential.

By providing support, resources, and opportunities to individuals who have been involved in the criminal justice system, we offer a pathway to redemption and rehabilitation, and pave the way for a brighter future for our communities.

Our mission aligns with the values of compassion and the belief in the inherent worth and potential of every individual. Through empowerment, we foster resilience, promote positive change, and contribute to a more inclusive and supportive environment where all individuals have the opportunity to thrive and contribute positively to society. Together, we can break down barriers, challenge stigmas, and create a pathway toward a more hopeful and equitable future for all.



Our Values

Our core values form the foundation of our organizational culture and guide our actions as we work to fulfill our mission.

Compassion

We approach our work with empathy, understanding, and a commitment to supporting justice-involved individuals on their path to rehabilitation and reintegration. Through compassionate service delivery and person-centered care, we create a safe and nurturing environment where individuals feel valued and supported.

Integrity

We uphold the highest standards of ethical conduct in all our interactions and decision-making processes. Our commitment to integrity ensures that we operate with honesty, fairness, and respect for all individuals we serve and partner with.

Accountability

We take responsibility for our actions, outcomes, and most importantly, our impact, holding ourselves to the highest standards of performance and service delivery. By fostering a culture of accountability, we strive for continuous improvement and excellence in all aspects of our work.

Inclusion

We embrace diversity, equity, inclusion, and belonging as fundamental values that are woven into the fabric of our organization. We celebrate the unique backgrounds, experiences, and perspectives of our staff, clients, and community partners, creating a welcoming and inclusive environment where everyone feels valued and respected.

Innovation

We cultivate a culture of creativity, adaptability, and forward-thinking to drive positive change and enhance the effectiveness of our programs and services. Through continuous innovation and a willingness to explore new ideas and approaches, we stay at the forefront of best practices and strive for excellence in all that we do.

By embodying these core values in our daily work and execution of our strategic initiatives, we remain committed to empowering justice-involved individuals, fostering positive change, and building a more compassionate and inclusive society for all.

Strategic Criteria for Decision Making

In the summer of 2023, Pioneer Human Services achieved a significant milestone by completing its first Theory of Change, a pivotal moment that shaped the strategic direction of our organization. Through collaborative efforts, our board of directors and leadership team jointly established strategic criteria that serve as guiding principles for decision-making and organizational alignment.

- 1. Vision Alignment**
- 2. Financially Sustainable**
- 3. Mission and Values Alignment**
- 4. Operationally Safe**
- 5. Impact/Outcome-oriented**





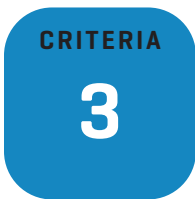
Vision Alignment

We are committed to making strategic decisions that are closely aligned with our overarching vision and long-term goals. Every choice we make is evaluated against our vision statement, ensuring that our actions are purpose-driven and contribute to the realization of our shared aspirations.



Financially Sustainable

Sustainability is at the core of our decision-making process, as we strive to ensure the long-term financial health and stability of our organization. By making prudent financial choices and investments, we secure the resources needed to sustain our programs, expand our impact, and effectively fulfill our mission.



Mission and Values Alignment

Our strategic decisions are rooted in our mission and core values, serving as a compass that guides our actions and commitments. We uphold the principles of compassion, integrity, accountability, inclusion, and innovation in all aspects of our work, aligning our decisions with the fundamental beliefs that define who we are and what we stand for.



Operationally Safe

Safety and risk management are paramount considerations in our strategic decision-making process. We prioritize operational safety to ensure the well-being of our staff, clients, and stakeholders, creating a secure and supportive environment where individuals can thrive and contribute positively to our shared goals.



Impact/Outcome-oriented

Pioneer is dedicated to achieving meaningful outcomes and driving positive impact through our programs and initiatives. We measure success through outputs, the tangible results, and the transformative changes we bring about in the lives of the individuals and communities we serve. We hold ourselves accountable for delivering measurable and sustainable outcomes that have meaningful impact.

By upholding these strategic criteria in our decision-making processes, Pioneer Human Services remains steadfast in its commitment to advancing our mission, achieving our vision, and creating lasting change that positively impacts the lives of those we serve.

Our Strategic Priorities

1. Create sustainable program impact
2. Prioritize employee well-being
3. Build strong financial resilience
4. Build a supportive ecosystem for fostering innovation
5. Champion systemic changes in the criminal justice system

Our strategic priorities will guide our work over the next five year to advance both our mission and our vision. As we lean into our future, we are setting the stage for profound transformation and progress. We will shape a future where justice prevails. We must have the unwavering belief that change is not only possible but inevitable. We will make a difference, one strategic priority at a time, as we work towards a brighter, more equitable tomorrow.

| Strategic Priorities | 5-year Goal | Measure |
|---|---|--|
| Create sustainable program impact | Significantly reduce the incarceration rate by fostering comprehensive rehabilitation and support systems | <ul style="list-style-type: none"> • Recidivism • Diversion • Client well-being • Employment |
| Prioritize employee well-being | We will be an irresistible organization to belong to and work for | <ul style="list-style-type: none"> • Employee engagement • DEIB • Turnover |
| Build strong financial resilience | We will generate sufficient margins to support significant expansion | <ul style="list-style-type: none"> • Profitability • Net income growth |
| Build a supportive ecosystem that fosters innovation | We will diversify our revenue sources across multiple industries | <ul style="list-style-type: none"> • New entrepreneurial endeavors • Revenue diversification |
| Champion systemic changes within the criminal justice system | Deep, systemic changes that disrupt mass incarceration and support successful reentry | <ul style="list-style-type: none"> • Local policy impact • National policy impact |

Measuring Our Client's Success

TARGET

5%

1. Recidivism

Recidivism measures the rate at which individuals who have been served by Pioneer Human Services return to the criminal justice system after their release. A target of 5% indicates the organization aims to ensure that no more than 5% of individuals relapse into criminal behavior, reflecting effective rehabilitation and reintegration strategies.

TARGET

95%

2. Diversion

Diversion refers to the rate at which individuals are redirected from the traditional criminal justice system to alternative rehabilitation programs that Pioneer Human Services or other community partners may offer. A 95% target highlights the organization's goal to have at least 95% of eligible individuals participate in alternative, supportive programs instead of undergoing incarceration, emphasizing preventive and rehabilitative approaches.

TARGET

100%

3. Well-Being

Well-being encompasses the overall physical, mental, and social health status of individuals served across all of Pioneer Human Services' programs. Aiming for a target of 100% signifies the organization's commitment to ensuring that 100% of the individuals we serve will see an improvement in their overall well-being as a result of being served in a Pioneer program.

These metrics will be measured consistently across all of Pioneer's programs to ensure comprehensive evaluation and effectiveness of the organization's impact on the individuals and communities it serves.

Our Preferred Client

Across all programs and services, our preferred clients are justice-involved adults. Some programs have additional criteria for preferred clients based on the outcomes they seek to produce.

Recidivism

We serve individuals leaving incarceration.

Service/business lines: Federal Reentry, Workforce Development, Housing

Diversion

We serve individuals in pre-booking, pre-adjudication, and in lieu of incarceration.

Service/business lines: Diversion, Crisis and Stabilization, Outpatient and Residential Treatment, Community-based Services (e.g., Recovery Navigator, Supportive Housing, Supportive Employment)

Employment

We serve individuals that are stable and motivated to work.

Service/business lines: Pioneer Industries, Central Food Services, Pioneer Distribution Center, Workforce Development

Summary

Pioneer Human Services' strategic plan outlines a bold vision to **empower justice-involved individuals, reduce recidivism, and create a more just and equitable society**. Grounded in compassion, integrity, and innovation, our organization is committed to making strategic decisions that will always align with our mission and values. We will ensure financial sustainability, prioritize operational safety, and drive outcome-oriented impact.

We will achieve a reduction in the prison population by fostering rehabilitation and supporting successful reentry for individuals transitioning back into the community, while also working as an advocate to transform the criminal justice system and shape national policies that reflect deep, systemic changes that allow individuals to reintegrate into supportive communities that are free of barriers.

Through collaborative efforts and a commitment to excellence, Pioneer Human Services will create lasting change and build a brighter future for all.





Pioneer Human Services
7440 West Marginal Way S.
Seattle, WA 98108

PioneerHumanServices.org