LIVE LIFE WITH CONVICTION

PIONEER HUMAN SERVICES | ANNUAL REPORT 2017
INCREDIBLE INDIVIDUALS WHO FOUND THE PERSONAL CONViction TO MOVE BEYOND THEIR CRIMINAL CONViction
Foster Conviction

For too many people in this country, having a conviction history is like being branded for life. Society makes judgments about who they are and continues to punish them long after their sentences are served.

At Pioneer, we are committed to helping people move beyond being defined by a past conviction so that they can live their lives with conviction. We do this through a wide range of services and advocacy, but perhaps even more importantly we do it by providing hope, accepting people for who they are, fostering healthy relationships and giving people a place to turn when society continues to slam the door in their faces.

We know people can change and that we are all more than our worst mistake. The people we serve are fathers, mothers, sons, daughters, siblings, neighbors and friends. They have limitless potential and can achieve amazing things when given the opportunity. We see it every day.
I’D BEEN SUCKED UP INTO THE STREET LIFE

and the money I made was more addicting than any drug. The truth hit me in prison that I needed to stay off the streets and make a change in my life after my release. When no one would hire me because of my felony, my probation officer introduced me to Pioneer and I enrolled in their job-readiness training program, got involved in counseling and was accepted into their Manufacturing Academy. When I finally got hired at Pioneer Industries, I grabbed hold of the opportunity and have been working it ever since. Pioneer even sponsored me for the two-year sheet metal fabrication aerospace apprenticeship program – that’s another notch on my resume. It has not been easy adjusting, but this is definitely the life I want and my family is real proud of me.

MARQUIS
Pioneer is the oldest and largest provider of reentry services in the state of Washington. We were founded in 1963 to support people returning to the community from prison with a focus on maintaining sobriety and improving stability. While this commitment is still at the core of what we do today, we are also committed to continuously evolving our services to meet the emerging needs of the individuals and communities we serve.

As the sole provider of residential reentry services for people releasing from federal prison in Washington state, we work with each resident to prepare them for life in the community. Our reentry centers offer a wide range of supports to meet individual resident needs, including on-site substance abuse and mental health treatment, job-readiness workshops, parenting classes and family reunification services.

We also offer a range of treatment services in the community – from detox and crisis services to outpatient and residential treatment options – and within local jails to support recovery from substance abuse and mental health disorders.

Recognizing that housing is vital to stability, and is an area where people with criminal histories frequently face discrimination, we offer a range of affordable and service-enriched housing options across the state as well.

Our job-readiness programs are specifically designed to meet the needs of justice-involved individuals. In addition to basic job-seeking skills, such as developing a resume, writing cover letters and practicing interview skills, we focus on soft-skill development and cognitive thinking transformation to prepare our students for long-term success in the workplace.

All of our services are focused on meeting people where they are, understanding their individual needs and developing a plan to support them as they work toward becoming healthy, productive members of our communities. We are also committed to creating a more just society. This includes actively advocating for public policy changes that promote second chances, and fighting against laws that create barriers and further discrimination against people with criminal records.

IN 2017, PIONEER SERVED 9,947 INDIVIDUALS ACROSS THE STATE OF WASHINGTON.
2017 IMPACT HIGHLIGHTS

KEEPING KIDS OUT OF PRISON

• Opened J Street Youth Center in Tacoma to disrupt the foster-care-to-prison pipeline

INCREASING ACCESS TO TREATMENT

• Doubled the size of the Emerson Clinic in Spokane so that more people can get the treatment they need
• Opened a new program to treat individuals in the North Sound region who are struggling with co-occurring mental health and substance abuse disorders

SUPPORTING SUCCESS IN THE COMMUNITY

• Launched a pilot to prepare older youth releasing from state custody for family, school and employment
• Expanded housing and case management services to help people succeed in drug court and mental health court in King County
• Transitioned the Carlyle to increase housing options in Spokane for people who face discrimination due to a criminal record

FIGHTING DISCRIMINATION

• Joined forces with local government leaders, individuals with lived experience and other advocates to pass Fair Chance Housing legislation in Seattle
• Partnered with community groups to expand Fair Chance Employment to the private sector in Spokane
• Collaborated with the Reentry Task Force to host our state’s first reentry simulation to increase awareness about the challenges people face as they transition back into the community

WHO WE SERVE

- 69% have a criminal history
- 75% have received substance abuse services
- 60% have received mental health services
- 39% have minor children
- 26% have less than a high school diploma
**Work with Conviction**

*Work is fundamental* to stability and is a cornerstone of Pioneer’s social enterprise model. Too often people with criminal histories face discrimination in the job market, so in addition to our job-readiness training to help people overcome this barrier, we also offer job opportunities through our various business lines. Approximately two-thirds of our enterprise workforce has a criminal history and/or is in recovery from addiction, and the success of our business lines is a testament to their ability to be productive, skilled employees.

Our diverse line of businesses provide on-the-job training and work experience, while generating revenue to help fund our mission.

*Pioneer Industries*, our largest enterprise, is a full-service manufacturing business that produces a wide range of complex parts for the aerospace industry as well as machining and assembling commercial products. In 2017, we produced more than 1.95 million parts across our three plants.

*Pioneer Distribution Center* provides fulfillment for aerospace parts, shipping over 210,000 packaged parts a year.

*Pioneer Food Services* prepares 1,200+ meals a day for residential programs, in addition to 26,000 sack lunches for Metro Parks Tacoma’s summer food program.

*Pioneer Construction Services* performs interior and exterior renovations and maintenance for all Pioneer facilities and external customers in the Puget Sound region.
### 2017 Impact Highlights

#### Investing in Our Enterprise Employees

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>241</td>
<td>Employed across business lines</td>
</tr>
<tr>
<td>63%</td>
<td>Have criminal history or are in recovery</td>
</tr>
<tr>
<td>44</td>
<td>Promoted to advance career</td>
</tr>
<tr>
<td>37</td>
<td>Taught to read aerospace blueprints</td>
</tr>
<tr>
<td>17</td>
<td>Had tuition paid to pursue higher education</td>
</tr>
<tr>
<td>14</td>
<td>Sponsored in aerospace apprenticeships</td>
</tr>
</tbody>
</table>

#### Growing and Diversifying Our Business Lines

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in cutting-edge manufacturing machines to increase capacity and capabilities</td>
</tr>
<tr>
<td>Relocated distribution plant to Fife while maintaining 100% on-time delivery</td>
</tr>
</tbody>
</table>
Despite the obstacles and barriers designed to continue to punish people after they have completed their sentences and paid their debt to society, we see people moving beyond their past convictions every day—working, building their families, buying homes and moving forward in their lives. We believe every individual deserves this opportunity and are dedicated to continuing to work with our community partners and donors to make it a reality.

**BEYOND CONVICTION**

**DONORS CHANGED LIVES IN 2017**

<table>
<thead>
<tr>
<th>600+ Residential Reentry Residents had access to Parenting Skills Courses</th>
<th>300+ Housing Residents Received Hygiene Kits</th>
</tr>
</thead>
<tbody>
<tr>
<td>100+ Housing Residents took part in Community-Building / Pro-Social Group Activities</td>
<td>65 Housing Residents Received Case Management Support</td>
</tr>
<tr>
<td>30 Students Obtained Their License/Photo ID</td>
<td>14 Students Received Rent Subsidy to Support Ongoing Education and Employment</td>
</tr>
</tbody>
</table>

**OUTCOMES**

- 957 People completed Job-Readiness Workshops across Washington State
- 115 Students graduated from Roadmap to Success Job-Readiness Training Program
- 63 Employers hired Roadmap to Success Graduates
- Average wage at hire was $13.66
- 94% had no arrests within one year

**BEYOND CONVICTION**
IT’S NOT JUST THE SERVICES

and job training I am grateful for; it is the emotional support that has helped me grow strong and stand on my own two feet. After prison, I was at rock bottom with no confidence or self-esteem. Pioneer hired me and I felt like my boss and co-workers had my back. After a pretty rough life, it is amazing to feel a real sense of stability and security that I never had before. All the encouragement helped me build up a feeling of self-worth and made me realize I wasn’t trapped – I had options. My co-workers can depend on me and I’ve rebuilt a close relationship with my kids. Through steady work I saved money and bought a home where we all live together again. I’m a role model for my kids now – that’s such a blessing!

SHERRY
THANK YOU TO OUR SUPPORTERS

PERCENTAGE OF DONOR FUNDS THAT WENT DIRECTLY TO CLIENT SERVICES = 100%

FOUNDATIONS & CORPORATIONS

AAA Washington  
Alaska Airlines  
Alliance 2020, Inc.  
AmazonSmile  
Bank of America Charitable Foundation  
Bellmont Cabinet Co.  
Bond Electric  
Bouwer Construction Company  
Chuckanut Health Foundation  
City of Seattle  
Civil Survival  
Clark Nuber  
Dubois Cary Law Group PLLC  
Finishing Consultants  
Food Service of America  
Girl Scouts of Western Washington Troop 44196  
Google  
Greenpoint Landscaping  
Hillis Clark Martin & Peterson P.S.  
Huron Consulting Group  
Intentional Futures  
KeyBank  
King County Employee Giving  
King County Metro  
Kroger  
Leesa Sleep  
Longbranch Construction  
Macy’s Tukwila Furniture Clearance Center  
Matthew G. Norton Co.  
Michael Nouwens Structural Consultants  
Molina Healthcare of Washington  
Muckleshoot Indian Tribe  
Murphy, Armstrong & Felton, LLP  
Museum of Glass  
Nordstrom  
Nysether Family Main Fund at CFSC  
Pacific Office Automation  
Pacific Science Center  
Perkins Coie  
Premera Blue Cross  
Propel Insurance  
Puget Sound Energy  
Ralph A. Bruksos & Associates  
Regence BlueShield  
Region 6 Security Integration  
Robert Half Technology  
Rockwell Automation  
Rotary Club #4 Seattle  
Rusty George Creative  
School’s Out Washington  
The Seattle Aquarium  
Seattle Emergency Physicians Service Inc. P.S.  
Seattle Mariners  
Seattle Seahawks  
Tulalip Tribes  
Sisters of Providence  
Skagit County Pomona Grange #10  
SMR Architects  
Snohomish Community Transit  
Starbucks  
STS Remodeling Corporation  
The Tacoma Rainiers  
Terra Staffing Group  
The Boeing Company  
The Boeing Company Gift Match Program  
The Seattle Foundation  
United Way of King County  
United Way of Pierce County  
Urban League of Metropolitan Seattle  
US Bank  
US Bank Foundation  
Value Village/Savers  
Verizon  
Vulcan Inc.  
Washington Trust Bank  
Western Washington University  
Westminster Presbyterian Church  
Willis Towers Watson  
Woodinville Unitarian Universalist Church  
Woodland Park Zoo  
World Vision  
Zumiez Foundation

DONORS AND VOLUNTEERS MAKE A DIFFERENCE FOR EMPLOYEES

Thanks to the generous support of REDF and volunteers Jerry Woo and Dan Slaton, our manufacturing employees had the opportunity to increase their blueprint-reading skills this year. Aerospace blueprints are extremely technical and adding this skill helps our employees in their current jobs and positions them for future growth. Additionally, the success of this project provided the basis for a new partnership with South Seattle College to secure funding through the Washington Job Skills Initiative to train 119 more employees next year.
INDIVIDUALS

Peter Aberg & Georgia Lindquist
Joel Aguiar
Greg Amrofell
Lisa Andrew
Monique Anello
Brian Armstrong
Mark Arnold
Marie Austra
Kevin Backman
Bruce & Linda Baker
Kathy Ballou
Kate Banta-Green
Mark & Heath Barbieri
Naomi Barker
Tammy Barks
Robert Bateman*
Shauna Bean
William Becker
Rebecca Beers
Mark & Leslie Behrends
Dawn Bell
Denise Bennett
Lois Bergstrom
Steve & Connie Bishop
Michael Black
Wade & Steffany Black*
Joel Bodansky
Nikki Bogden
Alan Bohling
Dudley Bonds
John Borland
Felicia Bowen
Mary Kaye Bredeson
J.A. Bricker
Diana Briggs
Jonathan Brock
Tom Brosius
Kamaleah Brown
Robin Bruemtt
Patrick & Gayle Bryan
Dorothy Bullitt
Kelsey Burnett
Keely Butters
Nathan Byers
George Calderon
Eric Carlson
Makenna Carr
Michelle Cash
Chinh Cao
Cathleen Carpenter
Emily Caveness
Pradeep Chakradhar
Barbara Chambers
Elizabeth Chambers
Carlos Chavez
John Ching
Paula & William Clapp
Vicki Cleveland
Joy Collins
Anthony Conway
Karen Cooper
Kevin Corcoran
Evelyn Correa
Ben Coscarart
Sharon Cox
Dean Coxford
Bob Coyne
Stuart Croff
Todd & Tiffany Crosby
Peter Crouch
Abel Cruz
Sarah Cueva
Lissa Cunneen
Margaret Curtis
Robin Dachenhausen
Gary Danberg
Kristi Dansereau
Diane Davies
Michael Davis
RaShelle Davis
Jacob Day
David Debond
Michael DeGive
Kathleen Delph
Kim Deuser
Michael Dix
Stacey Domenowske
Stella Donovan
Juli Dorgan
Amanda DuBois
Robert Duke
Cheryl Ebner
Sheila Edwards Lange
Ronan Eggleston
Kirsten Elfendahl
Karol Emerson
Walter Endicott
Catarina Erickson
Albert Erisman
Marc Errichetti
Deborah Espinosa
Kelly Evans
Adam Fain
Amanda Farmer
Nick & Kristen Federici
Kathy Feek
Ahnetta Fields
Clea Finkle
David Fisher
Flora Fleet
Brian Flynn
Ryan Foster
Douglas & Marianne Francis
Adé Franklin
Marc Frazer
Aaron French
Richard Frith
Betti Fujikado
Riley Gaffney
Casey Galgon
Sara Garrettson
Dominique Gaudyn
Denise Ge
Angela Gee
Megan Gillis
Anthony Gipe
Pat Girtz
Bonnie Glenn
Ed Goines
Colin Gold
Steven Gorecki
Larry Gossett
Lynda Greene
Jennifer Greenlee
Robert Greer
Regina Griese
Renae Grimes
Charlene Grinolds
Faye Guenther
Priya Gupta
Shipra Gupta
Evy & Joshua Haan
Derek Habowski
Roger Haight
Magan Hale
Stephanie & Jon Hames
Daniel Hammill
Connie Hanson
Chene Harding
Scott Hardman
Kristie Jo Harris
Adriana Havnaer
Dan & Jessica Hawkins
Scott Hedcock
Jacqueline Helfgott
Ebenee Heller
Rebecca Hellman
Chanthoeun Heng
Sherry Herchek
Leila Hill
Mack L. Rogers
Ann Holmes
Gail Hongladarom
Claire M. Horton
Kari Hovorka
Mike Humphries & Judith Ralston
Corrie Hunt
Danielle Huston
Shaunta Huston
Tsunagu Ichikawa
Chanthy Im
Joyce Jacobs
Jimmie James
Jermaine Jamerson
Joel Janda
Kim Janssen
Analiese Johnson
Brad Johnson
Mary Johnson
Ria Johnson-Covington
Elaina Johnson-Covington
Andy Jones
Robert Jones
Dolphy Jordan
Rebecca Judy
Alyssa Kashuba
Dana Kay
Anne Keeney
Blythe Keller
Ezra Kish
Robert Klein
Christina Kobbevik
Andrew Kreis
Maribel Laforga
Keeley Lafountaine
Carol Lakefish
Jeremy Lane
Michael & Mollie Langhout*
Simon Larano
Mark Larson
Sue Ann Lawson
Karen Lee
Michael Lee
Sherry Leslie
Kathleen Levine
Jan Levy
Les Liggins
Marc Linden
Diankha Linear
Chris Liu
Andrew Lofton
Nikki Lohman
Ilona Lohrey
Raven MacDaniels
Dennis Madsen & Debbie Mahan
Lynette Malo
William Malone
Leesa Manion*
Natalie Mannion
Slater Marshall III
Francesca Martin
Robert Martin
Kim Martinez
Morgan McCaughan
Craig McElfresh
Dan McGrady
Thomas McManus
Diana McNeely
Carrie Meddaugh
Donna Miller
Joseph Miller
Ron Moattar
Min Moon
Patricia Moroney
Toa Te
Mutiauaope
Steve & Beth Mullin*
Michelle Munden
Salvador Munoz
Cedric Murray
Joseph Nagel
Neil Navarro
Jane Nelson
Julia Newbold
Michael Nichols
Jeffery Noland
Lourdes Nolasco
Smith
Allister O’Brien
Harold O’Conner
Elinor Ottey
Andrew Over
Erika Pablo
Naomi Paige
Peggy Papsdorf
Gwen Parker
Tom Parks
Jeff Patterson
Wally & Bonnie Peltola
Anthony Petrarca
Eric Pettigrew
Michael Phinney
Lynnae Pompeo
Andrew Prather
Jada Price
Leslie Price
Rob Puncel
Marybeth Queral
Len Radziwanowicz*
Maria Ramirez
Jayson Rangel
Yvonne Ray
Mary Jo Rechtin
Brian Reisenauer
Byron Richards
Earl Richardson
Andrew Rigel
Brandon Riley
Shauna Rivers
Tyler Roach
Kristi Rodriguez
Rena Roldan
Abbe Rolnick
Chris Rooney
Nikelle Rosier
Julie Ross
Joy Rubin
Vicki Rush
Madienne Salgado*
Julie Sampson
Daniel Satterberg & Linda Norman
Amy Scheumann
Bill Schmitt
Anne Schwabel
Keely Schwarting
Monica Scott
Tayra Shape
Terrance Shields
Barton S. Shilvock
Kaarin Shumate
Jennifer Siegel & Joseph Kenny
Dan Sigler
Kathryn Smith
Velma Smith
Roz Solomon
Carlos Solorza
Manette Sorich
Roger Speer
Joseph Sprague
Barbara Stamper
Teresa Standon
Scott Starr
Mary Stern
Lisa Sterritt
Richard Stevenson
Ross Stewart
Amy Stone
Neil Strege
Adrienne Stuart
Dean Suess
Kathleen Sullivan
Anupama Tadanki
Jamila Taylor
Astrid Tepatti
Angeline Thomas
Rusty Thomas
Stephan Thomas
Bob Thompson & Laura Vida
Olivia Thurmond
Thomas Tiffany
Michael Timbreza
Suzanne Towns
Chien Tran
Mark Tsutakawa
Faasu Ulu
Ruthanne VanDiver
Barbara VanMeter
Lynne Varner
Michael Vaska
Steve & Marianne Verleye*
Simon Vila
Amante Vizcaya
Chinh Vu
Shari Walsh
Quincey Walker
Brian Walsh
Laura Walton
Rachel Warner
Kevin Wartelle
Yolanda Watson
Spiva
Regina Weaver
Christopher Weber
Kris Weber
Rogers Weed
Douglas Weese
Dewie Weese
Erica Weissman
Elizabeth Welch
Stephanie Welty
Bruce West
Maureen West
Alex Westlake
Erin Westphal
Emily Wilcox
Randy & Sandy Wilcox*
Joe Wilczek*
Ruth Wiley
Christina Williams
Dick Williams
James Williams
Jeffrey Williams
Karins Williams
Karen-Denise Wilson*
Kristine & Patrick Wilson
Josephine Wolfe
Steve & Sherri Woolworth
Tony Wright
Sunny Wu
Ann Yoo
Hilary Young
Kaleigh Young
Shelley Young
Diane Zahn
Dick Zais*
Liliana Zamudio
Giselle Zapata-Garcia
*2017 Board Members

 Client Portraits by Stewart Tilger. Design by Rotator Creative.
## 2017 FINANCIAL INFORMATION

### REVENUE

<table>
<thead>
<tr>
<th>Category</th>
<th>2017 Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Federal</strong></td>
<td></td>
</tr>
<tr>
<td>Bureau of Prisons</td>
<td>7,247,954</td>
</tr>
<tr>
<td>Health &amp; Human Services</td>
<td>2,059,229</td>
</tr>
<tr>
<td>Veterans Affairs</td>
<td>685,549</td>
</tr>
<tr>
<td>Probation Office</td>
<td>492,024</td>
</tr>
<tr>
<td>Other</td>
<td>59,178</td>
</tr>
<tr>
<td><strong>State</strong></td>
<td></td>
</tr>
<tr>
<td>Corrections</td>
<td>4,208,492</td>
</tr>
<tr>
<td>Social &amp; Health Services</td>
<td>5,326,532</td>
</tr>
<tr>
<td><strong>Local</strong></td>
<td></td>
</tr>
<tr>
<td>North Sound BHO</td>
<td>6,484,640</td>
</tr>
<tr>
<td>King County</td>
<td>6,030,634</td>
</tr>
<tr>
<td>Spokane County</td>
<td>1,659,350</td>
</tr>
<tr>
<td>Skagit County</td>
<td>997,766</td>
</tr>
<tr>
<td>Spokane BHO</td>
<td>1,959,466</td>
</tr>
<tr>
<td>Optum BHO</td>
<td>1,679,134</td>
</tr>
<tr>
<td>Thurston Mason BHO</td>
<td>340,244</td>
</tr>
<tr>
<td>Great Rivers BHO</td>
<td>306,300</td>
</tr>
<tr>
<td>Whatcom County</td>
<td>350,429</td>
</tr>
<tr>
<td>Pierce County</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>262,234</td>
</tr>
<tr>
<td>Sound Mental Health</td>
<td>49,200</td>
</tr>
<tr>
<td>Compass</td>
<td>237,457</td>
</tr>
<tr>
<td>Salish BHO</td>
<td>221,491</td>
</tr>
<tr>
<td>Greater Columbia</td>
<td>370,100</td>
</tr>
<tr>
<td><strong>Rents</strong></td>
<td></td>
</tr>
<tr>
<td>Rents</td>
<td>4,402,105</td>
</tr>
<tr>
<td><strong>Service Sales</strong></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>29,699,841</td>
</tr>
<tr>
<td>Distribution Services</td>
<td>3,189,571</td>
</tr>
<tr>
<td>Food Services</td>
<td>562,390</td>
</tr>
<tr>
<td>Construction</td>
<td>871,728</td>
</tr>
<tr>
<td><strong>United Way</strong></td>
<td></td>
</tr>
<tr>
<td>United Way</td>
<td>146,000</td>
</tr>
<tr>
<td>Contributions</td>
<td>340,323</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
</tr>
<tr>
<td>Treatment Fees</td>
<td>495,766</td>
</tr>
<tr>
<td>Other Income</td>
<td>576,996</td>
</tr>
</tbody>
</table>

**TOTAL REVENUE** | **$81,312,121**

### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2017 Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administration</strong></td>
<td>10,295,845</td>
</tr>
<tr>
<td><strong>Manufacturing, Distribution and Construction</strong></td>
<td>27,642,127</td>
</tr>
<tr>
<td><strong>Mental Health and Substance Use Disorder Treatment</strong></td>
<td>16,833,981</td>
</tr>
<tr>
<td><strong>Residential Reentry Services</strong></td>
<td>9,647,974</td>
</tr>
<tr>
<td><strong>Community Reentry Services</strong></td>
<td>1,138,794</td>
</tr>
<tr>
<td><strong>Youth and Young Adult Services</strong></td>
<td>6,301,671</td>
</tr>
<tr>
<td><strong>Affordable Housing</strong></td>
<td>9,170,120</td>
</tr>
<tr>
<td><strong>Fundraising &amp; Development</strong></td>
<td>273,721</td>
</tr>
</tbody>
</table>

**TOTAL EXPENSES** | **$81,304,233**

**Gain on Sale of Assets** | **$3,453,864**

**Change in Net Assets** | **$3,461,752**
WE ARE A SOCIAL ENTERPRISE THAT PROVIDES INDIVIDUALS WITH CRIMINAL HISTORIES THE OPPORTUNITY TO LEAD HEALTHY, PRODUCTIVE LIVES.