

# 2023-2026 STRATEGIC PLAN SUMMARY





## *Our Mission* (the reason we exist)

To create opportunities for positive change by promoting and supporting the full potential of individuals, the strengths of families, and the well-being of our community.

## *Our Vision* (the future we pursue)

Community members live lives of wellness, purpose, and connection.

## *Our Values* (the principles that guide us)

### HOPE

We hold hope with and for one another, cultivating an environment that nurtures resilience and transformation.

### KINDNESS

We lead with our hearts and our minds, approaching each interaction with deep care, and seeking to understand the perspectives of others.

### EQUITY

We recognize and honor each other's unique experiences, cultures, and needs, actively working to reduce barriers and center opportunities for all.

### BELONGING

We foster an inclusive environment that welcomes, values, and uplifts the viewpoints of diverse individuals and cultures.

### COLLABORATION

We believe that harnessing collective strengths drives and champions positive change.



## OVERVIEW: WHERE WE ARE HEADED

Community Solutions is dedicated to serving our local community with a strong focus on caring for some of the most vulnerable individuals who live here.

Over the next three years, we are committed to continuing our impactful work in Santa Clara and San Benito Counties, with a focus on deepening and expanding our impact in South Santa Clara County.

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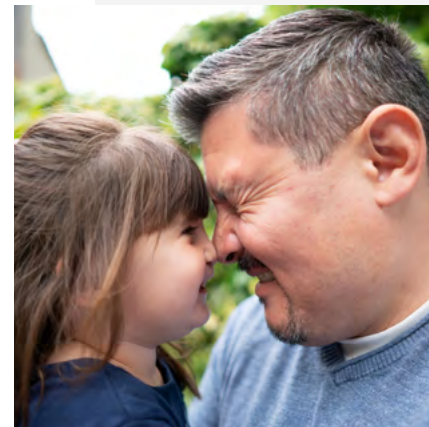
### **Our three-year Strategic Plan focuses on:**

- Strengthening our existing services and systems of care
- Deepening our impact in the lives of individuals, families and our community by increasing the quality of our client care and service delivery
- Enhancing the employee experience of our staff, who are the backbone of our agency, to ensure that they feel cared for, connected, competent, and able to provide quality client interactions and care
- Adjusting to the significant external changes we are facing in the fields of behavioral health care, survivor advocacy, and beyond

In addition to our current approaches, we will invest in further developing our holistic, full-person care approach while centering wellness and community health in our services. We will assess current needs to determine where we can best increase our impact in South Santa Clara County.



## STRATEGIC PRIORITIES



### STRATEGIC PRIORITY

#### PROVIDE CULTURALLY RESPONSIVE, COMMUNITY-INFORMED, RESEARCH-BASED, AND EFFECTIVE SERVICES

### OUR SERVICES



#### GOALS

- Clients improve their health, well-being, and quality of life, and we have the data to prove it.
- Our services are accessible and serve our clients' specific and individualized needs.

#### STRATEGIES

- Integrate services across all divisions and programs so that all clients have access to both behavioral health and survivor support and advocacy services.
- Identify and develop meaningful outcomes data and assessment tools to inform client care.
- Evaluate and improve accessibility to current services.
- Create and implement Community Solutions' model for Enhanced Care Management.
- Intentionally and regularly incorporate client voice into care.
- Support Community Solutions staff, leadership, and board to join and participate in activities that impact the community, policy, and our clients.
- Centralize our agency's policy and advocacy efforts to provide a stronger, more cohesive voice for the needs of our clients and our community.



Me hicieron sentir que mi voz cuenta, que puedo hacer algo por mi comunidad. Me hicieron sentir fuerte. Me ayudaron mucho en mi vida personal... a tener la oportunidad de involucrarme con la comunidad.

[They made me feel that my voice counts, that I can do something for my community. They made me feel strong. They helped me a lot in my personal life... to have the opportunity to get involved with the community.]

-CLIENT

# STRATEGIC PRIORITIES

## STRATEGIC PRIORITY

### CULTIVATE A DIVERSE, ENGAGED, WELL-CARED-FOR WORKFORCE

#### OUR PEOPLE



#### GOALS

- All Community Solutions staff feel engaged, confident, and competent in their jobs.
- Each employee feels a deep sense of belonging and interconnection at work.

#### STRATEGIES

- Ensure that our values are incorporated into all agency policies and practices.
- Develop and deliver an inclusive leadership development program, infusing values-driven leadership into our agency culture.
- Create professional development and certification opportunities inclusive of all staff.
- Develop, implement, and sustain an agency-wide Diversity, Equity, and Inclusion (DEI) plan.



La fortaleza más grande que puedo ver: el personal. Me recibió en el refugio en mis peores momentos de crisis...con MUCHA compasión, me respetaron. Me hicieron entender mis derechos.

[The biggest strength that I can see—the staff. They received me at the shelter in my worst moments of crisis... with MUCH compassion, they respected me. They made me understand my rights.]

—CLIENT

## STRATEGIC PRIORITIES



### STRATEGIC PRIORITY

## STRENGTHEN OUR PRESENCE AND IMPACT IN SOUTH SANTA CLARA COUNTY

### OUR IMPACT



#### GOALS

- Contribute to a more responsive, accessible, and integrated service delivery spectrum in South Santa Clara County.
- Community Solutions staff and leaders are meaningfully engaged in the South County community.

#### STRATEGIES

- Develop a collaborative plan with community stakeholders to identify and address gaps in services in South County.
- Provide targeted services for underserved populations, potentially including: LGBTQ+ people, unhoused community members, undocumented individuals, disabled people, schools, caregivers/parents, people impacted by the criminal justice system, people who have survived violence, and people whose primary language is not English.
- Deepen our partnerships with South Santa Clara County stakeholders to leverage our impact.



Across the board, they are just excellent. I wish they had more time to dedicate to advocacy and systems change because they could make such a big impact for the County and Gilroy in particular.

—COMMUNITY LEADER



Community Solutions led an inclusive and inspired community-centric strategic planning process. Together, we engaged hundreds of people to inform the Strategic Plan, including staff, clients, partner agencies, board members, and community & political leaders.

We gratefully acknowledge the contributions of all our partners, in particular:

- 67 community leaders, partners, staff, and clients who participated in a one-on-one interview or focus group;
- Hundreds of staff members who engaged in regular staff dialogues throughout the process;
- Staff and board champions who shared important feedback to improve the plan; and
- Board members who offered ongoing support and input.

### STRATEGIC PLANNING COMMITTEE

**SARAH BRAVO**, Senior Director of Child & Youth Behavioral Health

**ELIAS EHRHEART**, Senior Director of Human Resources

**PERLA FLORES**, Senior Director of Solutions to Violence

**ANGELA KITCHENS GARCIA**, Director of Criminal Justice

**ABRAHAM GONZALEZ**, Program Manager, Adult Behavioral Health

**RACHEL MONTOYA**, Chief Financial & Operations Officer

**ERIN O'BRIEN**, President & CEO

**MELISSA SANTOS**, Senior Director of Strategy & Community Development

**AIDA ZALDIVAR**, Director of Intimate Partner Violence & Housing Services

**LYONS-NEWMAN CONSULTING**: Strategic Planning Consulting Team

### BOARD OF DIRECTORS

**JOEL GOLDSMITH**, Chair | Retired CEO

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**SANDRA ASHER** | Retired Human Resources Professional

**ERIN O'BRIEN** | Community Solutions

**ROSALYDIA TAMAYO**, MD | Kaiser Permanente

**LISA WASHINGTON** | Intuit

**CANDICE WEAVER**, MD | Kaiser Permanente



STRATEGIC PLANNING STAFF AND BOARD CHAMPIONS PROVIDED CRITICAL INPUT TO STRENGTHEN THE STRATEGIC PLAN.



Community Solutions tiene un **GRAN** poder de salvar vidas. Que siempre lo tengamos como recurso.

Community Solutions has a **GREAT** power to save lives. May we always have it as a resource.

–CLIENT, 2023



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9015 Murray Ave # 100, Gilroy, CA 95020 · 408.842.7138  
[communitysolutions.org](http://communitysolutions.org)

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