STRATEGIC PLAN

Values

Compassion: our organization is founded on a respect for human dignity and a belief that all people deserve chances to work towards a meaningful life.

Integrity: our respect for our clients, our partners, and ourselves is expressed in the strength and transparency of our relationships.

Service: our work with individuals, families, and communities is inspired by our belief that helping others is a path to a better world.

Responsiveness: our expertise, innovative spirit, and commitment to impact allow us to quickly adapt and respond to the evolving needs of those we serve, and those with whom we partner.

Vision

We envision a world where all people have the skills and opportunities to realize their highest potential and contribute to healthy communities.

Mission

The mission of Community Solutions, Inc. (CSI) is to promote the independence, responsible citizenship and well-being of individuals and families.

Strategy

With the transition to new leadership, and a renewed focus on its roots in pioneering high quality community-based services, Community Solutions, Inc. has concluded that the most powerful path forward for the organization begins with introspection.

Over the past 15 years, CSI has undergone significant programmatic and geographic expansion. When organizations excel, they tend to pursue growth in an effort to carry their mission to a larger population. However, with growth comes risk. In particular, when organizations expand service lines and locations on behalf of their mission, they risk losing touch with the very competencies and capacity that enabled them to be so successful in the first instance. CSI has determined that while it does not now find
itself in this position, it nevertheless will be well served to pause, examine, and consolidate its accumulated expertise in those areas where its impact is greatest.

During the planning process, the CSI team honed in on the concept of ‘core areas of excellence.’ A core area of excellence is a service that satisfies two criteria: (1) it addresses an unmet, or insufficiently met need in the community, and (2) it is an area where CSI has a unique level of skill and expertise in the delivery of that service. This is the cornerstone of CSI’s adopted strategy.

Community Solutions Inc.’s strategy will require focusing organizational resources on forming a deep understanding of its specific, core areas of excellence and using these as a platform for becoming the most trusted partner to agencies and communities in the areas of criminal justice, juvenile justice, and child welfare.

**Goals and Objectives**

The Community Solutions, Inc. Strategic Planning Process participants identified goals in three areas: *impact, infrastructure, and ecosystem*. “Impact” is concerned with the changes Community Solutions, Inc. would like to see within the communities they serve. “Infrastructure” is concerned with the organizational capacity and competencies required to meet the impact goal. “Ecosystem” is concerned with the relationships between Community Solutions, Inc. and others - partners, competitors, advocates, legislators - working in the criminal justice, juvenile justice, and child welfare sectors. Goals in these areas will contribute to the realization of the Community Solutions, Inc. vision.

**Goal 1: Impact**  The communities served by Community Solutions, Inc. have access to a high quality continuum of care.

*The role of Community Solutions, Inc. will be to provide direct services within this continuum when these services align with Community Solutions, Inc.’s core areas of excellence. In other cases, the role of Community Solutions, Inc. will be to facilitate connections between those in need of services and those who, in the judgement of Community Solutions, Inc., provide the highest quality services in those areas.*

**Goal 1 - Associated Objectives**

- **Objective 1.1:** Community Solutions, Inc. will undertake an internal inventory to clearly identify its core areas of excellence.
Objective 1.2: Community Solutions, Inc. will fine-tune its core areas of excellence, looking for opportunities to replicate its strengths across the organizations and its service lines.

Objective 1.3: Community Solutions, Inc. will develop a measurement system to track client outcomes over time and analyze the data to ensure continuous quality improvement.

Objective 1.4: Community Solutions, Inc. will develop a research portfolio of prospective services that are reasonably linked to its core areas of excellence.

Goal 2: Infrastructure Community Solutions, Inc. has an agile infrastructure.

CSI currently operates on the basis of some financial strengths, but also faces significant challenges with respect to its aging infrastructure. CSI, along with most human services organizations, also faces challenges related to the attraction, retention, and skill development of its workforce. The question of growth must be posed against the backdrop of these strengths and challenges, and so CSI has agreed to focus on achieving and maintaining a balance between the organizational mobility to support growth, and the organizational stability to address these challenges.

Goal 2 - Associated Objectives

Objective 2.1: Community Solutions, Inc. will ensure that its infrastructure in the following areas meets the current and anticipated needs of its core areas of excellence:

- Compliance;
- Development;
- Facilities management;
- Fiscal;
- Human Resources;
- Information Systems;
- Professional Development & Learning.

Objective 2.2: Community Solutions, Inc. will develop and support teams that are high performing in identified core areas of excellence through a
focus on recruitment & retention, professional development, strong corporate culture and ongoing communication.

- **Objective 2.3:** Community Solutions, Inc. will develop a repeatable model for growth into new geographic areas, including a decision tree for assessing the programmatic and fiscal viability of any proposed expansion.

- **Objective 2.4:** Community Solutions, Inc. will create an organizational culture in which diversity, equity and inclusion guide how we work with one another as well as our clients.

- **Objective 2.5:** Community Solutions, Inc. will diversify its funding streams.

- **Objective 2.6:** Community Solutions, Inc. will develop a dashboard system to track and analyze administrative outcomes over time.

- **Objective 2.7:** Community Solutions, Inc. will develop a system for streamlining all of its business processes.

**Goal 3: Ecosystem**  Community Solutions, Inc. has strong, productive relationships throughout its field.

*Community Solutions Inc.’s desire to ensure that the communities it serves have access to a high quality continuum of care requires that we be in dialogue with those working in our field. We will form partnerships, participate in healthy competition, and be energetic advocates on behalf of those we serve.*

**Goal 3 - Associated Objectives**

- **Objective 3.1:** Community Solutions, Inc. will articulate and communicate a brand identity that is closely linked to its core areas of excellence.

- **Objective 3.2:** Community Solutions, Inc. will nurture a robust network of funders, competitors, potential partners, vendors, policy influencers, advocates, and research institutions.