



Center for Human Services

*Building a stronger community...one family at a time.*

# STRATEGIC PLAN

2020 - 2023

*Center for Human Services*  
*2020 - 2023 Strategic Plan*

**Published 01/2020**

## ACKNOWLEDGEMENTS

The development of this strategic plan was made possible through the collective efforts of our community. CHS wishes to thank those that were instrumental in the creation of this plan including, volunteers, clients, participants and their family members, staff, government officials, and community members.

## STRATEGIC PLANNING COMMITTEE

### Board Representatives

Ed Sterner, Tracy Little

### Staff Representatives

Beratta Gomillion – Executive Director, Ramona Graham – Substance Use Disorder Department Director, Katrina Hanawalt – Mental Health Director, Tanya Laskelle – Family Support Director, Paula Thomas – Behavioral Health Integration Director

## BOARD OF DIRECTORS

as of December 1, 2019

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### *DIRECTORS EMERITUS*

*Ruth Kagi*

*Kevin Grossman*

*Shaunta Hyde*

*Matthew Fairfax*

## EXECUTIVE DIRECTOR'S NOTES

At the time this Strategic Plan was adopted by the Board of Directors, the overall financial position of Center for Human Services had recently been analyzed by the accounting firm Jacobson & Jarvis. The auditors determined that CHS's financial position was good. 86% of the funding CHS receives goes toward programming, 13% goes toward administration/management, and 1% goes toward fund development. Our debt to net assets ratio was approximately 1.9, and we maintained 180 days of working capital. CHS's financial position will be analyzed at least annually at which time our strategic goals will be mapped to our fiscal condition. However, during the time span of this strategic plan, we do not anticipate any major changes (positive nor negative) to be revealed on our financial statement.

# MISSION

Our mission is to strengthen the community through counseling, education, and support to children, youth, adults, and families.



# VISION

It is our vision to be the community's leading provider of social services to children, youth, adults and families. CHS strives to help create a strong community in which:

- Thriving children, vital individuals and stable loving families are created and supported
- Children and their families are able to increase emotional strength and resolve personal and interpersonal issues
- All members live a productive lifestyle free of abusive alcohol and other drugs use.

# CORE VALUES



## EMBRACE DIVERSITY

We respect and honor the diversity of our community and are committed to weaving that diversity into our programs, actions, and results.

## PROVIDE ACCESSIBILITY

We provide services that are easy to find, use, and understand.

## CHAMPION COLLABORATION

We foster collaborative relationships that promote creativity, innovation and teamwork.

## DEMAND ACCOUNTABILITY

We assess and coordinate our programs and systems to assure that we meet high standards of service and care.

## PERSONIFY INTEGRITY

We value the strengths and assets of our clients, community members, and co-workers and are honest, respectful, and ethical in our interactions.

## HAVE FUN

We are passionate about the work we do and use humor to promote a positive workplace.

# STRATEGY 1

## Support a Thriving Community by Providing Exceptional Services to Clients and Participants

**GOAL 1:** Maintain practice as a Trauma-informed Organization

**Objectives:**

1. Continually assess our agency regarding trauma informed approaches (TIA) using a nationally recognized tool to identify areas for improvement
2. Assure that all staff are trained in TIA and maintain staff who are trained as trainers
3. Support active TIA staff committee
4. Assure that CHS is a safe and supportive environment for staff and clients

**GOAL 2:** Use cultural humility and responsiveness in every aspect of our work \*

**Objectives:**

1. Hire & retain staff who represent the diversity of our communities
2. Evolve staff's cultural competency to work with special populations (including people of color, immigrants/refugees, LGBTQIA+, etc.)

# STRATEGY 2

## Strive to Be the First Choice as a Resource for Stakeholders Driving Change in Human Services

**GOAL 1:** Participate in Behavioral Health System Transformation

**Objectives:**

1. Integrate our services with primary care settings and objectives
2. Develop & implement procedures to address acute care transitions (from E.D., jail, etc.) for our clients
3. Work towards prevention, intervention & treatment of opioid use and misuse
4. Promote child health (including well-child visits, immunizations, etc.)
5. Develop & use methods to access, track, measure, and evaluate data that shows progress toward regional goals

**GOAL 2:** Provide quality services that result in positive outcomes for our clients \*

**Objectives:**

1. Apply evidence-based and promising practices throughout our programming to achieve desired outcomes
2. Continually improve performance for client and community benefit

## STRATEGY 2 - CONTINUED

**GOAL 2:** Provide quality services that result in positive outcomes for our clients.

**Objectives:**

1. Maintain CARF International accreditation for substance use disorders services and mental health services
2. Provide whole-person care that addresses social determinants of health

## STRATEGY 3

### Promote Community Engagement Through Collaborative Partnerships

**GOAL 1:** Strengthen marketing and outreach efforts to increase community awareness and investment in CHS

**Objectives:**

1. Maintain up-to-date web page, brochures, and other marketing material
2. Utilize social media to promote our services
3. Identify existing and potential partnerships and create an integrated approach to strengthening relationships
4. Keep local, regional, and state governments informed regarding human services needs and gaps

**GOAL 2:** Focus advocacy efforts on issues that impact the mission of CHS

**Objectives:**

1. Develop and Advocacy Plan that is specific, measurable and relevant
2. Dedicate time and energy to implement the Advocacy Plan

## STRATEGY 4

### Build a CHS Workforce that is Second to None

**GOAL 1 :** Recruit, develop, and retain staff and volunteers that deliver exemplary services \*

**Objectives:**

1. Offer competitive salaries to employees
2. Offer exceptional benefits to employees
3. Maximize internship opportunities
4. Provide exceptional supervision and training to employees/volunteers
5. Provide employees/volunteers the tools they need to do their jobs

Asterisk \* indicates priority goals





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## CHS LOCATIONS

206-362-7282 | Fax: 206-362-7152

CHS | SHORELINE - 170th  
17018 - 15th Ave NE  
Shoreline, WA 98155

CHS | SILVERLAKE –Suite 112  
10315 - 19th Ave SE  
Everett, WA 98208

CHS | SHORELINE - 148th  
14803 - 15th Ave NE  
Shoreline, WA 98155

CHS | SOUTH EVERETT – Suite 209  
11314 - 4th Ave W  
Everett, WA 98204

CHS | EDMONDS - 76th  
21727 - 76<sup>th</sup> Ave W  
Edmonds, WA 98026

CHS | SHORELINE – 147th  
14708 - 15th Ave NE  
Shoreline, WA 98155

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