



STRATEGIC PLAN 2022-2025

CELEBRATING
50
YEARS

of delivering culturally responsive and evidence-based safety-net services to the most vulnerable members of our community.



OUR MISSION

Encompass Community Services believes that health isn't just something we get at the doctor's office; it starts in our families, in our schools and workplaces, in our neighborhoods.

We address the conditions in which people in our community live so that everyone has the benefit of a long, healthy life.



OUR VISION

The benefit of good health is equally accessible to all members of our community.



OUR VALUES



Treat Everyone with
Dignity and Respect



Cultivate Human
Potential



Strive for Equity



Create Opportunity



Act with Authenticity
and Integrity

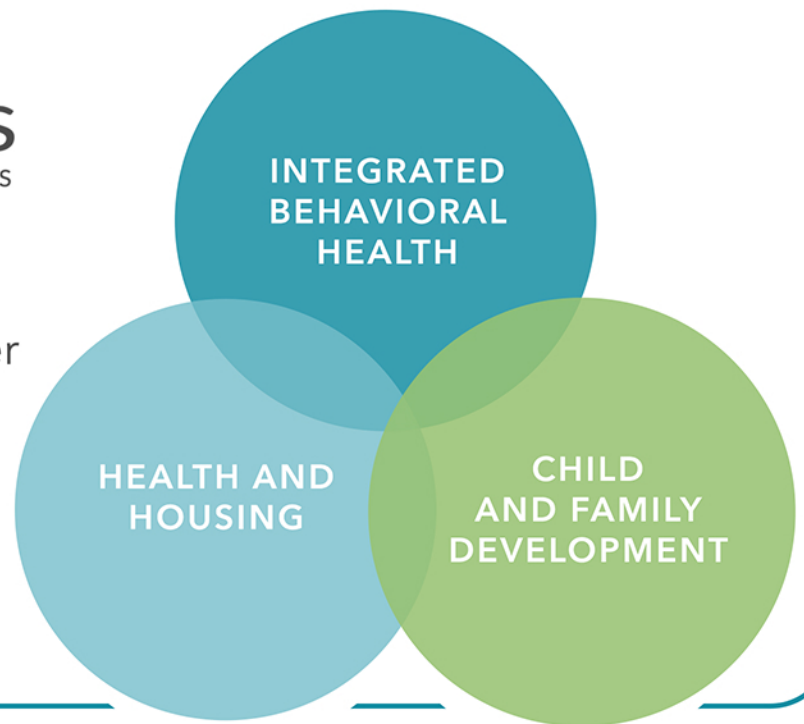


Champion a Growth
Mindset

Imagine if everyone in our community could access the care they need and deserve to live a healthier, more fulfilling life. That's exactly why Encompass Community Services exists.



Encompass is the largest community-based provider of health and human services in Santa Cruz County, offering programs in:



HEALTH AND HOUSING

We develop trust and respectful relationships with adults and transition-age youth who are experiencing homelessness, substance use disorder, mental health conditions or are transitioning out of foster care to link them to whole-person care, housing support, crisis support, primary care and other services that improve their health and quality of life.

INTEGRATED BEHAVIORAL HEALTH

We provide high-quality, accessible residential and outpatient substance use disorder and mental health treatment, therapy and educational programs to more than 2,300 adults, youth and families across Santa Cruz County every year.

CHILD AND FAMILY DEVELOPMENT

Our high-quality, culturally responsive early education and supportive services help children and families build a strong foundation for growth and learning. These programs promote school readiness, provide parent training opportunities, improve parent involvement and parent-child relationships, and support child development, health and family well-being.

CONTACT US

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2022-25 FOCUS AREAS

- 1 Quality Experience
- 2 Financial Sustainability
- 3 Data-Driven Decision Making
- 4 Staff Recruitment, Development, and Retention
- 5 Communications and Culture
- 6 Resiliency and Racial Equity

We will continue to evolve to meet our community members' greatest needs through high-quality services that treat every child, adult and family with the dignity and respect they need and deserve to thrive.

1 Quality Experience

GOAL: Ensure that the people we serve have a consistent, high-quality experience

How we will do it:



Collect ongoing feedback from staff, partners & persons served



Ensure policies, procedures and training are aligned with best practices and feedback



Ensure staff have resources needed to implement best practices for persons served

2 Financial Sustainability

GOAL: Strengthen the financial health of our organization for long-term sustainability

How we will do it:



Evaluate and optimize our contracts and vendor relations



Evaluate organizational performance, structure, and key responsibilities



Explore different lines of business

3 Data-Driven Decision Making

GOAL: Make decisions guided by evidence and high-quality data

How we will do it:



Evaluate and improve the way we are collecting and using data



Use high-quality internal and external data to guide our decisions



Identify ways to share our data with internal and external audiences

4

Staff Recruitment, Development and Retention

GOAL: Be a competitive employer that attracts, develops and retains the best talent the region has to offer

How we will do it:



Collect ongoing information from staff and managers about their work experience



Change how we interview; ensure staff are trained on our mission and values



Ensure opportunities for staff development and promotion; ensure compensation is consistent, fair and competitive

5

Communications and Culture

GOAL: Raise awareness of Encompass services, values and mission amongst staff, persons served and community partners to deepen connection to our work and purpose

How we will do it:



Create a cohesive look and feel across staff/person served experience and agency's physical sites through The Encompass Way



Increase community visibility and reputation through external communications and community forums



Improve internal communications flows to improve staff connection and integration

6

Resiliency and Racial Equity

GOAL: Bring to life our commitment to racial equity and diversity in everything we do

How we will do it:



Support Encompass's staff-led Racial Equity Workgroup in achieving its goals to advance equity within our own agency



Ensure ALL staff have meaningful foundational and advanced racial equity training



Ensure staff and community are aware of these efforts and continuously seek opportunities to deepen our work