



ONE-YEAR STRATEGIC TURNAROUND PLAN

2026 - 2027



Our Mission

Solving family homelessness—one family, one community at a time.

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EXECUTIVE SUMMARY

Solutions for Change entered a defining year in January 2026.

The organization marked a significant leadership transition with the appointment of Aaron Byzak as Interim Chief Executive Officer, succeeding Chris Megison, the organization's founder and long-time CEO, who exited at the end of 2025.

Aaron Byzak brings decades of executive leadership experience across healthcare, public affairs, and organizational strategy. He has served in senior executive roles and as a trusted interim and fractional leader, guiding organizations through periods of transition, stabilization, and growth. His connection to Solutions for Change spans nearly a decade, including advisory work with the organization and several years serving as a volunteer instructor within Solutions Academy, where he taught career and life planning.

Following this transition, Solutions for Change is executing a comprehensive turnaround strategy focused on restoring financial stability, elevating program delivery, rebuilding stakeholder trust, and positioning the organization for disciplined growth.

This is not a reinvention. It is an evolution.

Our external theme—**Solutions Evolutions**—reflects an organization building upon a strong, mission-driven foundation while maturing through thoughtful engagement, operational excellence, and innovation.

Internally, we operate with a clear principle:

Vision – Execution = Hallucination

We are aligning vision with disciplined execution to deliver measurable, lasting outcomes for the families we serve.

Following the adoption of a balanced operating budget of \$3.86 million for Fiscal Year 2026 by the Board of Directors in February 2026, the organization has already begun to exceed early revenue projections. This early momentum reflects renewed donor confidence, strengthened fundraising execution, and a disciplined approach to financial management.

This strategic plan outlines the priorities, initiatives, and actions that will guide Solutions for Change through this next phase of execution and growth.



Aaron Byzak, MBA
Interim Chief Executive Officer



Bret Schanzenbach
Acting Board Chair

WHO WE ARE AND WHY WE EXIST

Solutions for Change was founded in 1999 by social entrepreneurs Chris Megison and Tammy Megison with a simple but unacceptable reality in front of them: babies sleeping on the floor of an emergency winter shelter.

That moment didn't call for incremental change. It called for a different way of thinking.

Prior to launching Solutions for Change, the Megisons had developed and led work and housing programs that helped thousands of homeless men rebuild their lives through structure, accountability, and earned progress. But as more families began arriving—parents with children in tow—it became clear that the existing homeless response system was not designed to solve family homelessness. It was designed to manage it.

So they built something different.

Solutions for Change was created to address the root causes of poverty and dependency—not just the symptoms. The organization's model blends affordable housing, education, workforce development, career pathways, and personal transformation into a single, cohesive system designed to produce lasting independence.

At the center of this work is **Solutions Academy**, a 700-day, no-cost vocational and life development program that equips parents with the tools to rebuild their lives and secure a stable future for their children. Each family that enters the program receives an investment valued at approximately \$84,000 in housing, education, coaching, and workforce development—made possible entirely through private philanthropy, foundation support, corporate contributions, and faith-based partnerships.



This is not a passive system. It is a structured, high-accountability environment rooted in personal responsibility, community, and growth. Participants are expected to engage fully, meet expectations, and commit to the process of transformation.

The results speak for themselves. Solutions for Change has graduated more than 4,700 parents and children, helping families break cycles of dependency, poverty, and instability and move toward long-term self-sufficiency.

Today, the organization operates through an integrated model built around three core pillars:

- **Solutions Academy** – Personal development and transformation
- **Solutions Enterprise** – Workforce development and economic mobility
- **Solutions Institute** – Teaching the model that actually works to scale impact

Together, these pillars form a comprehensive approach that does more than provide temporary relief. It creates Overcomers—individuals and families who achieve stability, restore their dignity, and contribute meaningfully to their communities.

Mission and Core Values

Mission

Solving family homelessness — one family, one community at a time.

Core Values

- **Own Our Actions**
We embrace the gift of accountability.
- **Never Give Up**
We keep our commitments.
- **Empower Overcomers**
We equip and inspire those we serve.
- **Unbridled Passion**
We have a warrior's spirit.
- **Servant's Heart**
We live Servant Leadership.



2026 Solutions for Change staff photo.

Governance and Leadership

Board of Directors

Bret Schanzenbach, Acting Chair
Gloria Foote, Board Member
Rob Lando, Board Member
Toby Wiik, Board Member
John Conrad, Board Member
Christine Wells, Board Member

Senior Leadership Team (SLT)

Aaron Byzak, Interim Chief Executive Officer
Dennis Bone, Executive Vice President
Jennifer Pankey, VP of Transformational Impact
Irene Tua, VP of Business Support Services
Corine Klayko, Sr. Dir. of Transformational Impact
Chelsea Anderson, Dir. of Community Engagement

STRATEGIC PRIORITIES (12-MONTH HORIZON)

1. Financial Stability and Sustainability

Restore financial discipline and position the organization for sustainable growth.

Key Initiatives:

- Adoption of a balanced FY 2026 operating budget of \$3.86 million by the Board of Directors (February 2026)
- Early revenue generation exceeding initial projections, signaling strong momentum and renewed stakeholder confidence
- Repayment plan for improperly utilized reserve funds
- Re-engagement with major donors and institutional funders
- Ongoing engagement with major philanthropic organizations and pursuit of grant funding from a broad and diverse range of sources
- Expansion of diversified revenue streams
- Gala relaunch (September 2026) as anchor fundraising event
- Financial transparency and reporting enhancements

2. Program Elevation: Solutions Academy Transformation

Enhance the Academy experience to reflect excellence, structure, and outcomes.

Key Initiatives:

- Development of The Chen Center for Transformational Impact at Solutions Academy
- Facility redesign to create a modern, high-performance learning environment
- Implementation of student uniforms to reinforce culture and cohesion
- Comprehensive curriculum reevaluation and alignment, including:
 - Full audit of all existing curriculum content
 - Alignment with clearly defined learning objectives tied to independence, employment, parenting, and personal development
 - Integration of workforce readiness, financial literacy, and life skills into a cohesive learning pathway



- Standardization of curriculum delivery across instructors and cohorts
- Identification and elimination of gaps, redundancies, and low-impact content
- Development of additional measurable learning outcomes and progress benchmarks
- Expansion of student support services, including:
 - Student Success Fund (vehicle acquisition support)
 - Career readiness and placement programs
 - Enhanced child and family services

3. Workforce Development and Economic Mobility

Shift from job placement to career pathway development.

Key Initiatives:

- Expansion of Solutions Enterprise as a workforce engine
- Direct partnerships with local employers in high-demand sectors
- Development of small business pathways for participants
- Partnerships with education and training providers
- Career ladder framework to move participants from subsistence employment to sustainable, thriving careers



4. Organizational Infrastructure and Facilities Modernization

Create an environment that reflects the quality of the mission.

Key Initiatives:

- Legacy gift leading to the renovation of:
 - Vista Campus (education and administrative center)
 - 33-unit residential campus housing
 - Primrose Apartments (22 graduate units)
 - NSP single-family homes throughout North County
- Campus-wide aesthetic and functional upgrades
- Creation of bright, modern, and inspiring living and learning environments
- Implementation of enhanced organizational infrastructure systems, including:
 - Adoption of an expanded CRM platform to strengthen donor, stakeholder, and community relationship management
 - Implementation of CaseWorthy as the organization's data tracking and reporting system
 - Alignment of data collection, outcomes tracking, and reporting with industry best practices
 - Improved ability to show program effectiveness to funders, partners, and policymakers



5. Stakeholder Re-Engagement and Community Trust

Rebuild and strengthen relationships through intentional outreach.

Key Initiatives:

- Reconciliation Tour:
 - Engagement with donors, elected officials, business leaders
 - Reintroduction under new leadership and renewed vision
- Re-engagement of past supporters and partners
- Strategic communications and brand refresh
- Increased visibility through media and public engagement
- Leverage of CRM tools to track engagement, deepen relationships, and ensure consistent follow-through

6. Solutions Institute Reconstitution

Position Solutions for Change as a national model.

Key Initiatives:

- Reenvision and launch the Solutions Institute
- Development of training programs for external organizations
- Creation of scalable curriculum and replication frameworks
- Establishment of Solutions for Change as a thought leader in solving homelessness

7. People, Culture, and Leadership Development

Build a high-performance organization from the inside out.

Key Initiatives:

- Organization-wide Professional Development Plans
- Continuing education investments for staff and leadership
- Launch of Strategic Career Planning program for all staff
- Organizational realignment to ensure role clarity and effectiveness
- Recruitment of high-impact board members

8. Children and Family Support Expansion

Address the next generation with intentionality.

Key Initiatives:

- Expanded programming for children of participating families
- Targeted support for neurodivergent children
- Partnerships with education and behavioral health providers
- Recruitment of staff focused on youth engagement and development

SIGNATURE INITIATIVES



OVERCOMERS RISING

Overcomers Rising celebrates graduates of **Solutions Academy** who have broken free from poverty and homelessness to build lives of stability, purpose, and leadership. An Overcomer is someone who chooses responsibility over victimhood and change over circumstance, fundamentally ending the cycle of dependency. Hundreds have done just that and risen like a phoenix.

Some of these graduates now serve as mentors, coaches, and executive leaders at **Solutions for Change**, guiding new families with the credibility of lived experience. Their stories prove that transformation doesn't stop at graduation — it multiplies and rises.

Scan the QR code to meet our Overcomers, explore their journeys, and support our mission to create thousands more success stories.



Overcomers Rising

Making transformation visible—and contagious.

Overcomers Rising is a visual storytelling and recognition initiative that highlights the real outcomes of the Solutions for Change model. Through professionally produced portraits and personal narratives, this initiative celebrates graduates who have successfully completed the program and achieved long-term independence.

These visual installations will be displayed throughout the organization's facilities, bringing energy, color, and purpose to the physical environment while reinforcing a culture of accountability, achievement, and possibility.

More than recognition, **Overcomers Rising** serves as:

- A daily source of inspiration for current participants
- A tangible demonstration of program effectiveness for donors and partners
- A powerful tool for community engagement and storytelling


This initiative transforms success from an abstract concept into something that can be seen, understood, and replicated.




Jessica Kidd
Class of 2022



Jennifer Pankey
Class of 2013



Corina Klayko
Class of 2021



Student Success Fund

Removing the last mile barriers to independence.

The **Student Success Fund** provides targeted, practical support to participants as they transition from program engagement to full independence. While Solutions Academy equips individuals with the skills and discipline needed to succeed, this fund addresses the real-world barriers that often stand in the way of sustained progress.

The fund's primary focus is **bridging the financial divide** for students seeking education and training opportunities leading to meaningful employment. Students can apply to the fund for support in paying for tuition to training programs, purchasing equipment and supplies, and buying uniforms, among other needs.

This year, the program will be expanded through the generous support of key donors to include assistance in the **acquisition of reliable used vehicles** for participants—an essential component of maintaining employment, accessing childcare, and navigating daily responsibilities in a region where transportation is critical.

The fund supports:

- Vehicle acquisition and related transportation needs
- Short-term financial gaps that could otherwise derail progress
- Strategic investments that accelerate long-term stability

By addressing these financial barriers, the **Student Success Fund** ensures that progress made within the program translates into lasting, real-world success.

The Chen Center for Transformational Impact

A physical space that reflects the standard of excellence.

The **Chen Center for Transformational Impact** will serve as the flagship education and training environment for Solutions Academy. Located within the Vista Campus headquarters, the Center represents a significant investment in both the physical and cultural elevation of the program.

The redesigned space will provide:

- A modern, structured, and high-performance learning environment
- Expanded capacity for instruction, coaching, and group engagement
- Enhanced natural light, layout, and aesthetics to support focus and growth



In addition to the physical transformation, the Center will anchor the newly aligned curriculum and reinforce a culture of professionalism, discipline, and shared identity—further supported by the implementation of student uniforms.

The Chen Center for Transformational Impact stands as a visible commitment to excellence—for participants, staff, and the broader community—and reflects the belief that environment plays a critical role in personal transformation.

Solutions Enterprise Expansion

From jobs to careers—and from participants to producers.

Solutions Enterprise is being expanded to serve as a primary engine for workforce development and economic mobility. This initiative connects participants directly to employment opportunities, career pathways, and entrepreneurial ventures that lead to long-term financial independence.



The expanded model includes:

- Direct partnerships with local employers in high-demand industries
- Structured pathways into career-track employment
- Support for participants launching small businesses and sole proprietorships
- Integration with training and certification programs

As part of this expansion, Solutions for Change is exploring the development of a **Center for Economic Mobility & Workforce Development**—a dedicated hub designed to align employer partnerships, skills training, career navigation, and small business development within a single, coordinated framework.

This Center would serve as:

- A centralized access point for workforce and career services
- A convening space for employer and training partners
- A structured environment for advancing participants from entry-level employment into sustainable careers
- A platform for scaling workforce development efforts across the region

This is a shift from placement to progression—from helping individuals find jobs to helping them build careers, create economic stability, and ultimately contribute to the broader economy.



Solutions Institute

Training leaders to solve homelessness.

The **Solutions Institute** represents the next evolution of Solutions for Change—positioning the organization as a national leader in addressing family homelessness through an accountability-based model.

Over the next year, as we strengthen our core operations and execute this strategic plan, we will be intentionally evaluating and re-envisioning the future of the **Solutions Institute**. This work will focus on ensuring that any future Institute is built upon a fully aligned, high-performing

organizational foundation and a clearly defined, scalable model.

This evaluation will include:

- Refinement of the Solutions for Change model into replicable frameworks
- Identification of target audiences, including nonprofit leaders, policymakers, and practitioners
- Development of educational content that translates practice into scalable strategy
- Assessment of delivery methods and long-term sustainability

The goal is not simply to launch an initiative, but to build a platform that reflects the full strength of the organization and can be effectively shared, taught, and replicated.

Over time, the **Solutions Institute** is expected to serve as a destination for organizations seeking to move beyond managing homelessness and toward solving it.

A DEFINING YEAR OF TRANSFORMATION

The next twelve months represent one of the most **significant periods of transformation** in the history of Solutions for Change.

This is not a single initiative or isolated improvement. It is a coordinated, organization-wide effort to **elevate every aspect of how we operate**—from our programs and facilities to our leadership, partnerships, and long-term strategy. Each component of this plan is designed to reinforce the others, creating a system that is **stronger, more aligned, and better positioned** to deliver lasting results.

At the core of this transformation is the **elevation of Solutions Academy**—through the development of The Chen Center for Transformational Impact, the implementation of a modernized and aligned curriculum, and the creation of a structured, high-performance

learning environment that reflects the standard of excellence we expect from every participant. This is paired with expanded student supports, including the Student Success Fund, ensuring that participants not only complete the program, but successfully transition into long-term independence.

At the same time, we are advancing **a more ambitious vision for economic mobility** through the expansion of Solutions Enterprise—building direct pathways into careers, strengthening employer partnerships, and exploring the creation of a Center for Economic Mobility & Workforce Development that will serve as a hub for long-term opportunity and advancement. We are also **investing in the physical and operational infrastructure** required to sustain this work. Significant upgrades across our campuses—including residential units, educational spaces, and administrative facilities—will **create environments that inspire growth, reinforce dignity, and support performance**. The implementation of enhanced systems, including a modern CRM and CaseWorthy data platform, ensures that our work is not only effective, but measurable, transparent, and aligned with best practices.

Equally important is the intentional rebuilding of relationships through our **Reconciliation Tour**—reengaging donors, community leaders, elected officials, and partners with a renewed vision and a strengthened organization. Early momentum in fundraising, coupled with the successful adoption of a balanced budget and revenue performance exceeding projections, reflects growing confidence in this direction.

Beyond operations, we are **investing in people**—through professional development for staff, expanded support for the children and families we serve, and the reconstitution of the Solutions Institute, positioning Solutions for Change as a model that can be shared, taught, and replicated.

Taken together, these efforts represent more than improvement. ***They represent acceleration.***

Solutions for Change is emerging from a period of transition with clarity, discipline, and momentum. We are aligning our mission with execution, strengthening our foundation, and preparing to thoughtfully scale what works.

This is the beginning of a new and exciting era for the organization—one defined not only by what we have accomplished, but by what we are now positioned to achieve. And while the work ahead will require continued focus and effort, one thing is clear:

We have the vision. We have the plan. And we are executing.

Because at Solutions for Change, we understand a simple truth:

Vision – Execution = Hallucination.

And this year, we are proving that we are built to deliver both.

KEY CONTACTS

Senior Leadership Team (SLT)

Aaron Byzak, MBA
Interim Chief Executive Officer
760.889.3609 Mobile
abyzak@solutionsforchange.org

Dennis Bone
Executive Vice President
760.941.6545 ext. 327
dennis@solutionsforchange.org

Jennifer Pankey
VP of Transformational Impact
760.941.6545 ext. 331
jpankey@solutionsforchange.org

Irene Tua
VP of Business Support Services
760.941.6545 ext 326
itua@solutionsforchange.org

Corine Klayko
Sr. Director of Transformational Impact
760.941.6545 ext. 323
cklayko@solutionsforchange.org

Chelsea Anderson
Director of Community Engagement
760.941.6545 ext. 333
canderson@solutionsforchange.org

Community Engagement & Fundraising

Chelsea Anderson
Dir. of Community Engagement
760.941.6545 ext. 333
canderson@solutionsforchange.org

Christine Amely
Community Engagement & Grants Manager
760.941.6545 ext. 329
camely@solutionsforchange.org

Jessica Kidd
Community Engagement Officer
760.941.6545 ext. 332
jkidd@solutionsforchange.org

Erin Kermack
Donor Relations Coordinator
760.941.6545 ext. 330
ekermack@solutionsforchange.org

Madison Weber
Volunteer & Event Coordinator
760.941.6545 ext. 321
mweber@solutionsforchange.org



722 W. California Avenue, Vista, CA 92083
760.941.6545
solutionsforchange.org

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