



# 2023-2027 STRATEGIC PLAN

**Uplifting Voices to Build Equitable &  
Responsive Systems of Care for All**





# MISSION

Strengthening children, families, individuals, and communities to be safe, healthy, and thriving through comprehensive social services.

# VISION

Safe and equitable communities where individuals thrive through an inclusive network of care providers who uplift the dignity, well-being and future of all.

# VALUES

**Integrity.** Acting with principle, honesty, and authenticity in everything we do.

**Equity.** Uplifting all voices, celebrating diversity, and seeking opportunities and systems that promote justice.

**Quality.** Pursuing highly effective and innovative services that positively impact communities.

**Compassion.** Responding to all with caring services that support and encourage.

**Respect.** Honoring the dignity of every human being and treating others with the highest professional regard.

**Community.** Collaborating with friends, families, and communities to jointly build responsive systems of care.





# COMMITMENTS

- **Embracing our role as community leaders**
- **Building bridges in the community to grow our responsiveness and collaboration**
- **Continuing to provide best-in-class services to individuals, children, and families in need**
- **Centering equity**



## Embracing our role as community leaders

- We will step into leadership roles within Ventura County (and beyond) with greater intentionality.
- We recognize the opportunity we have as a leading agency in our county to influence government, nonprofit, and community spheres as collaborative partners and capacity builders. We will build on that to improve systems within the county, especially systems of care that improve outcomes for highest need community members.
- We will build and leverage relationships and partnerships to create lasting solutions and spearhead bold initiatives, starting with the Ventura County Community Information Exchange (VCCIE).

## Centering equity

- Across our services and internally among staff, we are actively working to be culturally appropriate, accessible, inclusive, and equitable.
- In connection with our community engagement work, this is an ongoing journey for Interface where we will continue to deepen our practice, learning, and reflection as we implement this plan.

## Building bridges to grow responsiveness & collaboration

- We will work to be more intentional about how we include and lift up community voice in the work we're doing at all levels: system, community, and programmatic, so we can build care systems that meet the needs of the highest need members of our community.

## Continuing to provide best-in-class services

- Our core programs are vital. We will continue to be a community resource, providing loving, culturally appropriate, and evidence-based care.





# GOALS AND OBJECTIVES

# CAPABILITIES

**Capabilities include developing our internal capacity, skills and infrastructure, including integration of equity values and community voice and establishing leadership roles within the sector and region.**

## FINANCIAL & PROGRAM SUSTAINABILITY

- Increase program-earned income
- Increase investments from non-public sources
- Improve financial systems and capacities

## COLLABORATION WITH COMMUNITY

- Strengthen & increase strategic partnerships
- Develop an ongoing practice of engaging community members/clients
- Build a cohesive communications & marketing strategy

## CULTIVATION OF PEOPLE & CULTURE

- Attract & retain competent, engaged, diverse team members
- Develop an equity framework
- Increase effectiveness of Board/Advisory committees

## TEAMING & INFRASTRUCTURE

- Improve capacity for continuous learning and evaluation
- Streamline and improve administrative processes, workflows, and sharing





# GOALS AND OBJECTIVES

**Evolve programs & services to amplify our strengths and to align with the needs of children, individuals, families, and the community.**

## **EFFECTIVE, ACCESSIBLE, CULTURALLY-SENSITIVE SERVICES**

- Develop and sustain evidence-based, culturally appropriate, and accessible practices/models of care
- Increase agency-wide program evaluation capacity & processes
- Enhance services that target disproportionately impacted communities

## **SYSTEM IMPROVEMENTS (External)**

- Develop national 211 service integrations
- Develop and increase the reach and effectiveness of the Ventura County Community Information Exchange
- Partner with other CBOs to advocate for system improvements and increased funding for community-based service delivery
- Develop new system-level policies that promote identification of and response to, trauma in clients

## **SYSTEM INTEGRATIONS (Internal)**

- Broaden and solidify networks of care
- Develop a structure & capacity for using equity-supporting predictive analytics





# GOALS AND OBJECTIVES

# IMPACT

**Impact will be demonstrated through better outcomes for individuals, children, and families and expanded collaboration, growth, and sustainability across the social services system as a whole.**

## **STRENGTHENED INDIVIDUALS, FAMILIES & COMMUNITIES**

- Increase service usage among highest need clients
- Decrease stigma regarding treatment
- Expand prevention/education programs

## **STRENGTHENED PROACTIVE SYSTEMS**

- Expand partnerships to meet co-occurring needs of clients
- Increase prevention services (education & outreach)
- Solidify Interface's position as a leading voice in community
- Engage in advocacy with partners, CBOs, and governments
- Increase community capacity to respond to trauma and crisis





# GOALS AND OBJECTIVES

## CAPABILITIES

- **Develop our internal capacity, skills, and infrastructure.**
- **Integrate equity values and community voice.**
- **Establish leadership roles within our region.**

## SERVICES

- **Evolve programs & services to align with the needs of the community.**
- **Sustain evidence-based, culturally appropriate, and accessible models of care.**
- **Partner with other CBOs to advocate for system improvements and increased funding for community-based service delivery.**

## IMPACT

- **Demonstrate improved outcomes for individuals, children, and families.**
- **Expand collaboration, growth, and sustainability across social services systems.**



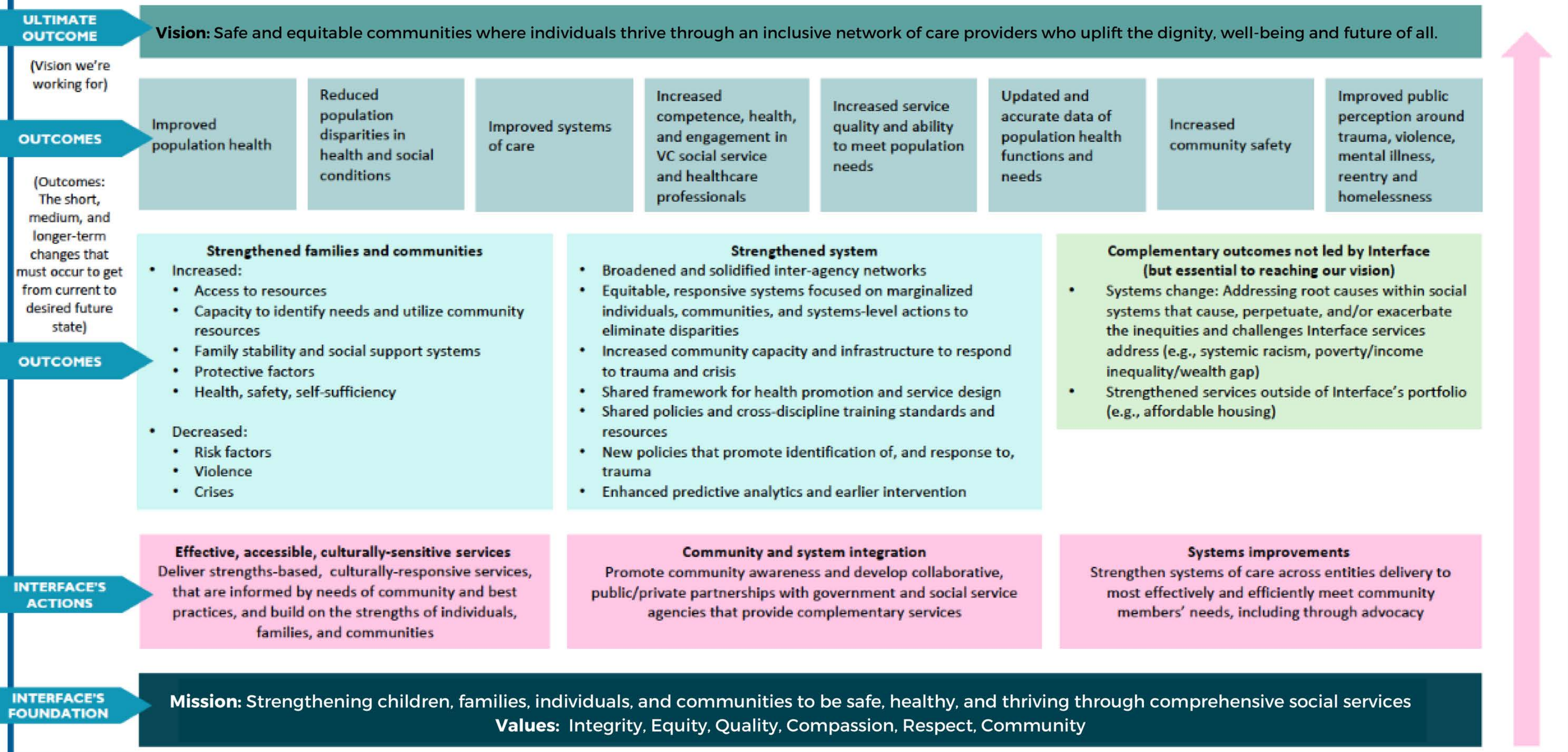
# OUTCOMES

- **Reduced population disparities in health and social conditions**
- **Updated and accurate data of population health, functions, and needs**
- **Increased service quality and ability to meet people's needs**
- **Increased community safety**
- **Improved population health**
- **Improved public perception around trauma, violence, mental illness, reentry, and homelessness**
- **Increased competence, health, and engagement in Ventura County social service and healthcare professionals**
- **Improved systems of care**





# Interface Children & Family Services Theory of Change





# WORKING DEFINITIONS

**Advocacy:** the act or process of supporting a cause or issue. An advocacy campaign is a set of targeted actions in support of a cause or issue because we want to: build support for that cause or issue; influence others to support it; or try to influence or change legislation that affects it. - **International Planned Parenthood Federation**

**Evidence-Based Practice (EBP):** independently verified model confirmed through rigorous research that produces positive client outcomes. - **Encyclopedia of Social Work**

**Equity:** is defined as “the state, quality or ideal of being just, impartial and fair.” Equity recognizes each person has different circumstances and needs, and therefore different groups of people need different resources and opportunities allocated to them in order to thrive. To be achieved and sustained, equity needs to be thought of as a structural and systemic concept. - **Annie E. Casey Foundation, United Way Northern Capital Area**

**Prevention:** With respect to human services, prevention typically consists of methods or activities that seek to reduce or deter specific or predictable problems, protect the current state of well-being, or promote desired outcomes or behaviors. - **Encyclopedia of Social Work**

**Social Determinants of Health:** conditions in the places where people live, learn, work, and play that affect a wide range of health and quality-of life-risks and outcomes. - **Center for Disease Control**



## ACKNOWLEDGEMENTS

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## Committee Members

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