



# 2023-2028 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
- Demonstrating equity, inclusivity, and cultural responsiveness



## 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)

## Demonstrating equity, inclusivity, and cultural responsiveness

- Across our services and internally among staff, we are actively working to be culturally-responsive, 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 continue to build care systems that meet the needs of our community.

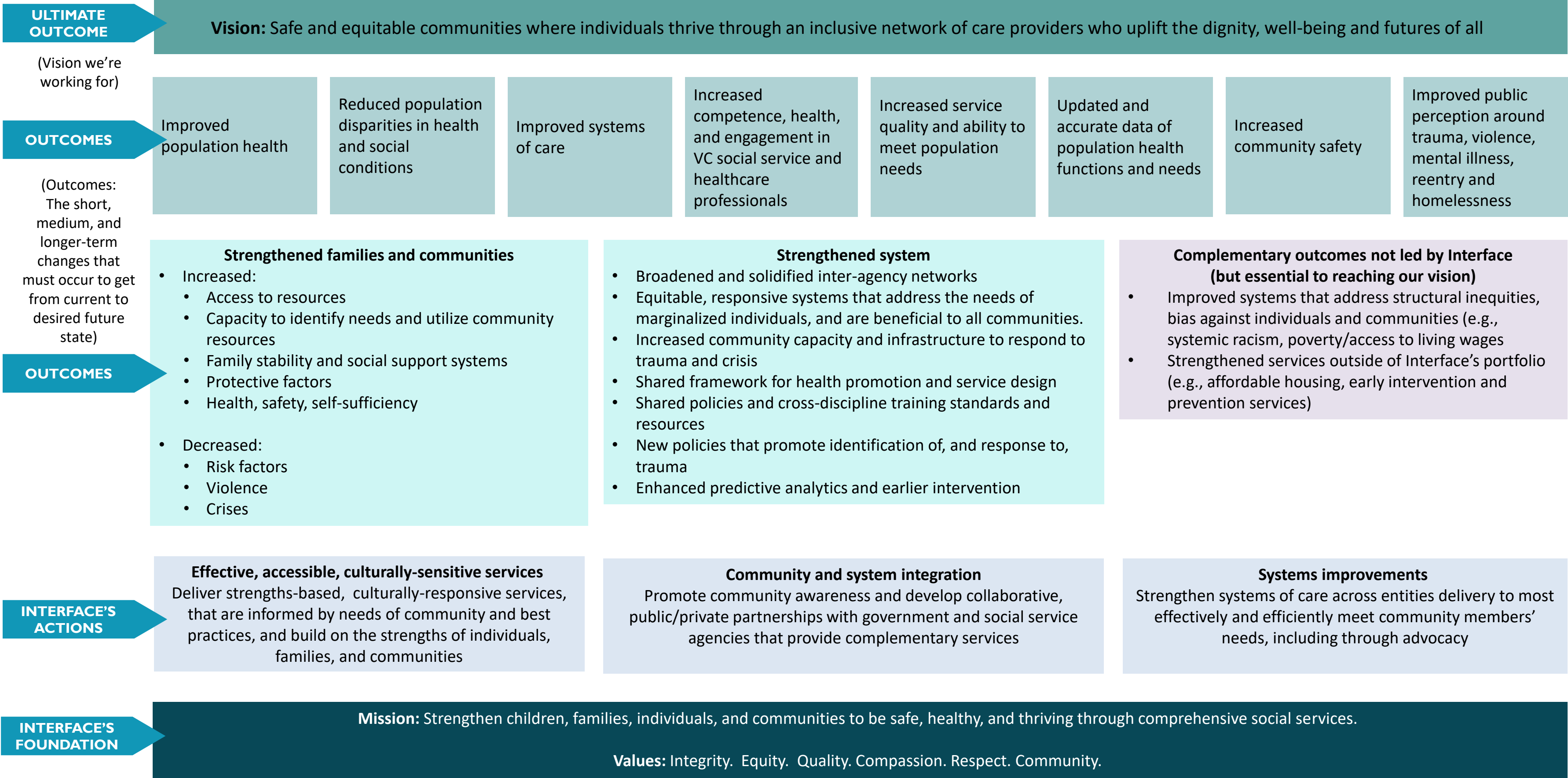
## Continuing to provide best-in-class services

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



# Interface Children & Family Services

## Theory of Change



# GOALS AND OBJECTIVES

# CAPABILITIES

**Capabilities include developing our internal capacity, skills and infrastructure, including integration of equity values and community voice and continuing leadership 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
- Articulate a comprehensive strategy to build on existing diversity, equity and inclusion programs, services and initiatives

## TEAMING & INFRASTRUCTURE

- Improve capacity for continuous learning and evaluation
- Streamline and improve administrative processes, workflows, and sharing
- Increase effectiveness of Board/Advisory committees





# 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-responsive, 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 and capacity for using predictive analytics to support equitable health outcomes.



# 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





# OUTCOMES



- Improved population health and social conditions for all
- Increased community safety
- Increased service quality and ability to meet people's needs
- Updated and accurate data of population health, functions, and needs
- 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

# WORKING DEFINITIONS

**Sustainability:** Achieving organizational longevity through a responsive mission, a strategic vision, investments in partnerships and our workforce, thoughtful and diversified funding resources, and an ironclad integrity to deliver real value to the clients and communities we serve. – **Adapted from Forbes Nonprofit Council**

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

**Equity:** the state of fair and just treatment, access, and opportunity for all people, and includes an effort to eliminate barriers that have prevented the full participation of some groups. - **County of Ventura**

**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. – **Centers For Disease Control & Prevention**



## ACKNOWLEDGEMENTS

Interface would like to acknowledge Gina Airey Consulting for working with the Strategic Planning Committee to evaluate objectives and goals and outline a plan. We would also like to thank the members of our committee who dedicated their time and effort to ensure the alignment of the Strategic Plan with our mission, vision, and values.

## Committee Members

Erik Sternad

# Kelly Brown

# Frank Chow

# Nicholle Gonzalez-Seitz

# Gabriel Stover

# Stacy Swanson

# Peter Gould

# Patti McCourt

# Carol Lamb

# Jamey Power

# Asha Ramdas

