



2018-2021 Strategic Plan

Overview



east bay agency for children



MISSION

East Bay Agency for Children improves the well-being of children, youth and families by reducing the impact of trauma and social inequities.

VISION

We are committed to building a comprehensive, place-based continuum of accessible, trauma-informed and culturally relevant services that build resiliency, aid in recovery, and, where possible, prevent exposure to adverse childhood experiences. We seek to reduce barriers that contribute to disparities in wellness for socio-economically disadvantaged and racially marginalized families and to create communities where all children and families have supports to reach their full potential.

VALUES

Equity
Humility
Collaboration
Innovation
Effectiveness



The goals and strategies of East Bay Agency for Children's (EBAC) 2018-2021 Strategic Plan are presented herein along with the factors that significantly influenced the plan's development, including the results of our completed 2015-2017 Strategic Plan, the outcome of our recent Theory of Change re-articulation process, and the current external environment.

REVIEW: 2015-2017 Strategic Plan and Results

Based upon both an internal agency assessment and an external environmental scan, EBAC produced a 2015-2017 Strategic Plan that:

1. Articulated a new mission statement to recognize an emphasis on trauma, Adverse Childhood Experiences (ACEs), social equity, and dedication to community.
2. Created a service framework guided by the strategies of Prevention, Recovery, and Resilience-building and emphasizing serving clients where they congregate (place-based) in ways that are culturally relevant, linguistically appropriate, and trauma-informed.
3. Focused our work primarily on improving the outcomes in communities where we already provide programming, prioritizing service to children, youth and families living in those at-risk communities.
4. Agreed that our primary financial support from government entitlement funding would remain our anchor though we would require modest revenue enhancements to succeed in the current environmental context.
5. Determined that to support our desired integrated program delivery model we needed to invest in better outcomes measurement, data management, and other analytic tools to support our staff.

EBAC has been successful in achieving the vast majority of our 2015-2017 plan goals including:

- Created and developed Trauma Transformed, a program which dramatically increased EBAC's visibility; facilitated the creation of new partnerships; and made valuable contributions in embedding the principles of trauma-informed care within multiple public agencies, schools and community based organizations.
- Made significant progress in upgrading our organizational infrastructure to meet the needs of program growth and evolution.
- Increased our financial stability as well as secure funding more specifically targeted to strategic priorities.
- Re-organized program management structure to better facilitate an integrated service model.

Work continues on these longer-term goals:

- Ensuring our many and diverse services function collaboratively to support well-being for families with many needs.
- Establishing a data-driven culture to measure service quality and outcomes.



LOOKING FORWARD: Theory of Change and Service Framework

As opposed to shifting goals or strategies, EBAC will spend the next three years continuing to build upon the foundational work accomplished under our previous strategic plan - refining and strengthening that framework based upon our Theory of Change.

Theory of Change

In late 2017, EBAC engaged in a process to re-articulate our Theory of Change, our roadmap identifying how we plan to obtain specific desired outcomes for our clients. Key strategic questions EBAC management considered during this comprehensive re-articulation process were desired impact, goals, and outcomes and the programmatic interventions and performance management tools necessary to achieve them.

This process and the resulting refined Theory of Change (*detailed in a separate document*) informed our new strategic plan as follows:

1. Service Strategies

EBAC will continue to focus on delivering quality services that are:

- Place-based, e.g. offered where children and families already congregate
- Culturally relevant and linguistically appropriate
- Trauma-informed

2. New Impact Statement

EBAC defined an Impact Statement to act as our aspirational “North Star” and guide our decision-making. Our Impact statement, based upon the fulfillment of our mission statement, is ***“Children, youth and families are resilient and experience racial and economic equity”***.

To create the reality represented by our Impact Statement, EBAC identified two distinct practices on which to focus our resources:

- Delivering comprehensive and life-changing **direct services** to our clients
- **Transforming the systems** of care in which our clients are regularly engaged

3. Constituent Practice

EBAC will design our programs for our target client population so they can achieve long-term, transformative change. While our actual “service” population will be broader, we define our target population by the following characteristics:

- Residents of Alameda County
- Socioeconomically disadvantaged
- People of color (self-identified)
- Family or caregiver with children or youth aged 0-19

4. Systems Transformation Practice

EBAC will focus on transforming public systems where our target population is disproportionately represented, specifically juvenile justice, child welfare, children’s mental health, pediatric public health, and education. We will engage and work with government at all levels and with other service providers that are working directly with and influencing the lives of children.



CURRENT CONTEXT: External Environment

EBAC's 2018-2021 Strategic Plan was also informed by these current external environmental factors:

Toxic Stress

Existence of high levels of toxic stress in Alameda County children caused by poverty and structural racism which can derail healthy physical, cognitive, and social emotional development

Underutilized Mental Health Services

The persistent underutilization of mental health services by eligible children

Immigration Policy

The negative impact on children's behavior and performance in school resulting from Alameda County's large immigrant population's increased fear and stress about current federal policies

Trend toward "Whole Family Care"

The growing understanding that well-being is best achieved through integrated "whole family care", whereby treatment and programming focuses on all family members, children and adults, and includes addressing both behavioral health needs and other basic needs

Trauma-inducing Systems

The growing awareness that trauma-induced challenges to children's mental health and wellness may, at times, be exacerbated by the very systems of care (government and community-based organizations) charged with helping to heal children, youth and their families

Emphasis on Measuring Outcomes

The growing emphasis that government and private foundations are placing on agencies to achieve prescriptive deliverables as measured by standardized assessments as a condition of funding

Funding Changes

New and anticipated changes to government funding models and future funding instability

Workforce Challenges

Challenges in attracting and retaining quality workforce due to the Bay Area's high cost of living

2018-2021 STRATEGIC PLAN:

Goals and Strategies



east bay agency for children

2018- 2021 Strategic Plan

GOAL	STRATEGY
Increase Access to EBAC Services	<p>Seek opportunities to expand our services, addressing unmet needs of our constituent target population.</p> <p>Engage our program participants, clients and community partners to better understand the existing barriers that prevent our target population from receiving full benefit from our services and implement strategies to overcome those barriers.</p>
Improve Effectiveness and Efficiency of EBAC Services	<p>Continue our efforts to more closely integrate our program activities, creating structures that enable EBAC program participants to easily access the full range of supports necessary for their well-being.</p> <p>Continue our efforts to make better use of data in understanding the impact of our services and in making strategic decisions to maximize the achievement of our mission.</p> <p>Continue efforts to ensure we can attract, retain and support a culturally and linguistically diverse work-force necessary to engage and support our target population.</p>
Grow Systems Transformation Practice	<p>Expand advocacy and training efforts to influence the public systems that impact our constituent target population.</p>
Improve Facilities	<p>Upgrade our offices and service sites to better support our programmatic and workforce objectives.</p>
Strengthen Fiscal Sustainability	<p>Continue to bolster the organization's financial strength and sustainability.</p>
Increase Understanding and Support for EBAC and our Goals	<p>Strengthen EBAC's communications capacity and practice to broaden support for the organization and the needs of our target population.</p>