

ONE STEP A LA VEZ · ADOPTED BY THE BOARD OF DIRECTORS ON AUGUST 27, 2026

Strategic Plan 2026 - 2029

One Step A La Vez
Making Changes One Step at a Time
421 Sespe Ave, Fillmore CA

SERVING TEENS IN THE SANTA CLARA RIVER VALLEY
SINCE 2007
MYONESTEP.ORG

ONE STEP A LA VEZ
Every Step Counts.

STRATEGIC FOUNDATION · FUNDAMENTO ESTRATÉGICO

Mission & Vision / Misión y Visión

Who we serve and where we are heading · *A quién servimos y hacia dónde vamos*

VISION 2029 · VISIÓN 2029

“A Santa Clara River Valley where every young person has immediate access to a safe space, culturally responsive mental health support, and the tools to lead healthy, self-empowered lives.”

“Un Valle del Río Santa Clara donde cada joven tenga acceso inmediato a un espacio seguro, apoyo de salud mental culturalmente receptivo y las herramientas para llevar una vida sana y con autodeterminación.”

MISSION · MISIÓN

One Step A La Vez empowers teens across the communities of Fillmore, Piru, and Santa Paula by providing a safe, welcoming space where trauma-informed care fosters resilience, belonging, and well-being. We equip young people with early mental health tools, leadership skills, and growth opportunities to become informed and empowered leaders who celebrate cultural diversity, address inequities, and advocate for healthy individuals, families, and thriving communities.

One Step A La Vez empodera a jóvenes de 12 a 19 años en todo el Valle del Río Santa Clara al ofrecer un espacio seguro y acogedor donde la atención informada sobre el trauma fomenta la resiliencia, el sentido de pertenencia y el bienestar. Equipamos a la juventud con herramientas tempranas de salud mental, habilidades de liderazgo y oportunidades para convertirse en líderes informados y empoderados que celebran la diversidad cultural, abordan las inequidades y abogan por individuos y familias saludables, así como por comunidades

Trauma-Informed Care

At One Step a La Vez, we practice trauma-informed care. This means we recognize that past stress and hard experiences can affect our everyday lives and health. We commit to creating a safe, respectful environment where you and your family feel heard, supported, and valued. We don't judge—we listen, partner with you, and focus on healing together.

What Does "Trauma-Informed Care" Mean for You and Your Family?

Life can bring tough times, heavy stress, and painful experiences. When we say we practice **trauma-informed care**, it means we approach your support with deep respect, understanding, and zero judgment.

Instead of asking *"What is wrong with you?"*, we ask *"What have you experienced, and how can we support you?"*

Here is what you and your family can always expect from us:

- **Safety & Respect:** A welcoming space where you are treated with dignity and care.
- **Listening First:** We take the time to understand your story and honor your family's strengths.
- **Your Choice, Your Voice:** We work *with* you—never making decisions about you without you.
- **Trust & Privacy:** Your feelings and experiences are kept private, secure, and respected.

We are here to support your health, well-being, and community strength every step of the way.

Core Values & Core Strategic Pillars

CORE VALUES

Relationships First / *Las Relaciones Primero*

We build programs on deep trust and authentic connections between teens and their community, ensuring One Step remains a safe space where everyone belongs.

Construimos nuestros programas sobre una confianza profunda y conexiones auténticas entre adultos y jóvenes, asegurando que One Step siga siendo un santuario seguro donde todos pertenecen.

Trauma-Informed & Stigma-Free / *Con Enfoque de Trauma y Libre de Estigmas*

We honor teen resilience and understand life's hardships through generational trauma, seamlessly weaving practical mental and emotional wellbeing tools into daily care without judgment.

Honramos la resiliencia juvenil y comprendemos las dificultades de la vida, integrando herramientas prácticas de salud mental y emocional de manera natural y libre de juicios.

Protected Capacity & Clear Boundaries / *Capacidad Protegida y Límites Claros*

We give our organization explicit permission to say no. Safeguarding our time ensures our top priority is always direct teen support.

Eliminamos activamente la burocracia, el papeleo duplicado y las cargas administrativas. Al simplificar nuestros sistemas y proteger la carga de trabajo del personal, aseguramos que la energía del equipo se dedique directamente a apoyar a los jóvenes.

CORE STRATEGIC PILLARS

Teen Leadership & Wellbeing / *Liderazgo y Bienestar Juvenil*

Teen lead the way, backed by real coping, resilience, and behavioral health tools.

Los jóvenes lideran el camino, respaldados por herramientas reales de afrontamiento, resiliencia y salud conductual.

Community Trust & Connection / *Confianza y Conexión Comunitaria*

A culturally grounded safe space built on authentic, lasting mentoring relationships.

Un espacio seguro con raíces culturales, basado en relaciones auténticas y duraderas.

Strong Foundations & Organized Systems / *Bases Sólidas y Sistemas Organizados*

Simple, organized systems so support reaches teens faster.

Sistemas simples y organizados para que el apoyo llegue a los jóvenes más rápido.

Caring for Our Community & Culture / *Cuidado de Nuestro Comunidad y Cultura*

Empowering our community and living our shared values.

Un equipo de trabajo saludable y sostenible que está completamente presente para los jóvenes.

ORGANIZATIONAL ALIGNMENT

Strategic Pillars Mapped To Functional Units

Each pillar aligned to a functional unit, its program scope, and the leaders accountable for it.

	FUNCTIONAL UNIT	FOCUS & SCOPE
1 · Teen Leadership & Wellbeing	Teen Programs & Clinical Services	Drop-In center, screenings, minor consent therapy, peer leadership
2 · Community Trust & Connection	Community Engagement & Family Support	Bilingual outreach, Triple P Teen groups, inter-agency MOUs, Circle of Care
3 · Strong Foundations & Systems	Operations, Data & Contract Compliance	Centralized CRM tracking, data tool, 6-step workflow, case management, VCBH audits
4 · Caring for Community & Culture	Workforce Development & People Culture	Trauma-informed retraining, role redundancy, workload safeguards

Teen Leadership & Wellbeing - Initiatives & Owners

Goal: Give teens real coping tools, therapy access, and opportunities to lead.

Core Initiatives & Ownership

· ACEs Drop-In & peer leadership — Accountable: Teen Center Manager Supporting: Conocimiento Lead Coordinator · Teen Center Assistant

· Early screening & minor consent therapy — Accountable: Bienestar Lead Coordinator Supporting: Outreach Manager

By Day 30 · Setup & Screening

· Ensure accuracy of teen Center sign-ins

· Move PSC35 and PHQ-9 screening forms into digital platform.

· Train staff on confidential teen therapy intake rules (CA Family Code §6924).

· Ensure accurate data collection into CRM

· 15 referrals

By Day 60 · Peer Leaders & Services

· Recruit and train 10 teen Leaders across Fillmore and Santa Paula.

· Deliver 50 brief coping skills sessions during Drop-In hours.

· Licensed clinicians conduct 10 1-on-1 confidential counseling sessions

By Day 90 · Targets & Review

· Complete 25 screenings; connect high-need teen to care within 48 hours.

· Hold 6 teen-led consensus planning meetings.

· Review counseling and coping session feedback to improve programs.

Community Trust & Connection - Initiatives & Owners

Goal: Build strong, lasting relationships with teen, families, and community partners.

Core Initiatives & Ownership

- Bilingual outreach & field events — Accountable: Outreach & Ed Manager · Supporting: Teen Center Assistant
- Triple P Teen parent groups — Accountable: Bienestar Familiar Consultant · Supporting: Bienestar Lead
- Inter-agency MOUs & Circle of Care — Accountable: Executive Director · Supporting: Outreach Manager

By Day 30 · Partnerships & Schedules

- Map priority schools and neighborhoods for bilingual outreach.
- Sign MOUs with FUSD, SPUSD, and VC Probation.
- Set calendar dates for Triple P Teen parent groups and Family Dinners.

By Day 60 · Outreach & Events

- Host 12 bilingual outreach events in schools and neighborhoods.
- Launch the first 2 cohorts of the Triple P Teen parent program.
- Host the 1st Quarterly Family Dinner and 1st monthly Circle of Care meeting.

By Day 90 · Warm Handoffs & Tracking

- Connect 40+ teen and families to partners with 14-day follow-up.
- Graduate the first Triple P Teen group; review family surveys.
- Track school and probation referrals in the VCCIE portal.

STRATEGIC PILLAR 3 · OPERATIONS, DATA & CONTRACT COMPLIANCE

Strong Foundations & Organized Systems - Initiatives & Owners

Goal: Use simple, clean systems so support reaches teens faster.

Core Initiatives & Ownership

- Centralized CRM & 6-step workflow — Accountable: Bienestar Lead Coordinator · Supporting: Executive Director
- Case management & reentry care — Accountable: Bienestar Lead Coordinator and Juvenile Justice Programs Manager
- VCBH reporting & quality audits — Accountable: Executive Director · Supporting: Bienestar Lead

By Day 30 · CRM Setup & Workflow

- Set up custom intake, screening, and interaction fields in the CRM.
- Officially stop paper tracking sheets and offline Excel files.
- Train staff on the 6-Step Intervention Workflow cheat sheet.

By Day 60 · Logging & Referral Flow

- Require 100% of staff to log interactions in the CRM within 24 hours.
- Audit the first 20 intakes against the 6-step workflow.
- Launch probation and court referral pathways for system-involved teen.

By Day 90 · Data Quality & Reporting

- Complete the first monthly CRM audit at 95%+ record accuracy.
- Enroll 25 high-risk or justice-involved teen in case management plans.
- Submit the Q1 VCBH Program Dashboard and Outcome Report on time.

STRATEGIC PILLAR 4 · WORKFORCE DEVELOPMENT & PEOPLE CULTURE

Caring for Our Community & Culture - Initiatives & Owners

Goal: Keep our community healthy, supported, cross-trained, and free from burnout.

Core Initiatives & Ownership

- Trauma-informed workforce retraining — Accountable: Executive Director · Supporting: Bienestar Consultant
- Redundancy matrix & cross-training — Accountable: Executive Director · Supporting: Teen Center Manager
- Capacity protection & workload safeguards — Accountable: Executive Director · Supporting: Program Leads

By Day 30 · Capacity & Backup

- Issue "Stop Doing" slips ending double entry and manual logging.
- Finalize Primary and Secondary Backup Lead matrix for key roles.
- Set retraining: Motivational Interviewing, Restorative Practices, Trauma Care.

By Day 60 · Training & Shadow Shifts

- Complete 50% of required intervention staff training modules.
- Start shadow shifts so Backup Leads can cover leave and crisis response.
- Review workloads monthly so dropped tasks stay off staff plates.

By Day 90 · Coverage & Policy

- Complete 100% of staff competency assessments for intervention training.
- Run test coverage days for Secondary Leads to guarantee zero interruptions.
- Lock in administrative streamlining rules permanently to protect capacity.

Teen Leadership & Wellbeing – KPI & Supporting Metrics

Primary KPI: Screening & Early Behavioral Health Access Rate
Target: 100 validated PSC35/PHQ-9 screenings annually · 100% of moderate-to-high-risk teen in care within 48 hours

Brief Coping Sessions

200–250 brief intervention sessions and 100–150 short-term supportive contacts delivered annually.

Target: 250 sessions · 150 contacts

Minor-Consent Counseling Intakes

Compliance with CA Family Code §6924 self-consent intake protocols and tracking for teen ages 12–19.

Target: 100% compliance

Teen Leadership Capacity

Active teen Leaders across sites co-facilitating drop-in activities, peer mentorship, and quarterly family dinners.

Target: 10 teen Leaders per year

Consensus Decision-Making

Teen Planning Meetings held using structured consensus decision-making.

Target: 6 meetings per quarter

Community Trust & Connection - KPI & Supporting Metrics

Primary KPI: Community Reach & Navigation Linkage
Target: 500–900 teen and caregivers engaged annually · 85%+ successful connection rate for referred care

Bilingual Field Outreach

Targeted outreach events in priority River Valley schools and neighborhoods.

Target: 12+ events per quarter

Triple P Teen Parent Groups

Evidence-based group series of 6–8 sessions with 4–10 caregivers, measuring family functioning gains.

Target: 6 series per year

Warm Handoff Linkages

Warm-handoff episodes and structured 14-day follow-up contacts recorded in CRM/VCCIE annually.

Target: 150–200 handoffs · 100+ follow-ups

Multi-Agency Alignment

Executed MOUs with FUSD, SPUSD, and Ventura County Probation plus monthly Circle of Care meetings.

Target: 100% MOUs · 80%+ attendance

PILLAR 3 · OPERATIONS, DATA & CONTRACT COMPLIANCE

Strong Foundations & Organized Systems - KPI & Supporting Metrics

Primary KPI: CRM Real-Time Logging & Workflow Compliance
Target: >95% data entry accuracy · <24-hour latency · 100% adherence to the 6-Step Intervention Workflow

Intensive Case Management (Tier 2)

High-risk teens actively enrolled in individualized case management plans, measured at case closure.

Target: 25 teen per quarter · 85%+ goal completion

System-Involved Reentry (Tier 3)

Stabilization and co-enrollment pathways for justice-involved teens with Probation, Goodwill, and schools.

Target: Pathways active and staffed

Contract Reporting Timeliness

Weekly Case Reviews, Monthly Program Dashboards and Outcome Reports to VCBH.

Target: 100% on-time submission

Zero Paper Redundancy

Paper check-ins and offline Excel spreadsheets transitioned to CRM logging and kiosk tracking.

Target: 100% transitioned

PILLAR 4 · WORKFORCE DEVELOPMENT & PEOPLE CULTURE

Caring for Our Community & Culture - KPI & Supporting Metrics

Primary KPI: Intervention Competency & Role Redundancy
Target: 100% of staff certified in core intervention modules · 100% of critical roles backed by a trained Secondary Lead

Training Completion

Required courses in Trauma-Informed Care, Motivational Interviewing, Restorative Practices, De-escalation, and ACEs.

Target: 100% staff completion

Staff Competency Assessments

Quarterly staff competency evaluations and intervention fidelity reviews.

Target: 100% pass rate

Capacity Protection Enforcement

Authorized "Stop Doing" directives ending paper double-entry, passive referrals, and redundant admin check-ins.

Target: 100% implemented

Redundancy Readiness

Simulated primary-lead coverage tests verifying uninterrupted service.

Target: 100% coverage reliability



ONE STEP A LA VEZ · $50K One Big Bet Challenge

Teen Insights

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Teen Insights Summary

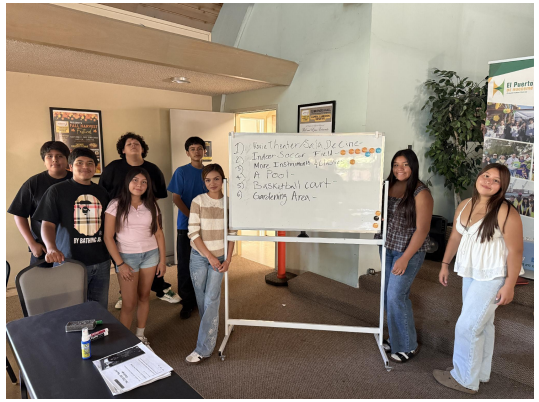
Teen-led proposals from Fillmore and Santa Paula · *$50,000 One Big Bet Challenge*

EXECUTIVE SUMMARY

Teen leaders from Fillmore and Santa Paula's *One Step A La Vez* program presented targeted facility enhancements to address essential nutritional needs, expand community engagement, and establish self-sustaining revenue models.

This document turns teen ideas from the $50,000 One Big Bet Challenge into clear project proposals for funding and grants, mapped directly to the organization's core strategic pillars and functional units.







Teen Initiatives Mapped To Strategic Pillars

Each teen-identified initiative aligned to an organizational pillar, its functional unit, and its focus and scope.

	FUNCTIONAL UNIT	FOCUS & SCOPE
Kitchen Infrastructure	Operations, Data & Contract Compliance	Pillar 3 · Strong Foundations & Systems — Upgrades core facility operations to ensure continuous, compliant meal delivery.
Indoor Soccer Facility	Community Engagement & Family Support	Pillar 2 · Community Trust & Connection — Drives community outreach, bilingual engagement, and inter-agency partnerships.
Tech & STEAM Lounge	Teen Programs & Clinical Services	Pillar 1 · Teen Leadership & Wellbeing — Enhances drop-in center services, peer leadership, and mental wellbeing.

YOUTH INSIGHTS · INITIATIVE 1

Kitchen Infrastructure & Essential Meal Service

Strategic Pillar Alignment: Pillar 3 Strong Foundations & Systems (Operations, Data & Contract Compliance) & Pillar 4 Caring for Community & Culture

Operational Need

Core kitchen components — including the stove, grease trap, sinks, and cabinetry — are severely worn from decades of continuous community use.

Status: Decades of daily community use

Impact of Deficit

Outdated equipment and infrastructure currently restrict the facility from preparing cooked meals for program participants.

Impact: No cooked meals on site

Proposed Investment

Full renovation of the kitchen space along with new appliances, including commercial ice machines and air fryers.

Scope: Renovation plus appliances

Strategic Outcomes

Restores core operational infrastructure to ensure compliant, reliable meal preparation that nourishes teens attending the drop-in center daily.

Outcome: Reliable, compliant daily meals

YOUTH INSIGHTS · INITIATIVE 2

Indoor Soccer Facility & Socioeconomic Equity

Strategic Pillar Alignment: Pillar 2 Community Trust & Connection (Community Engagement & Family Support)

Operational Need

High participation fees for private sports leagues create barriers for low-income families.

Barrier: League participation fees

Proposed Investment

Construction of an indoor soccer field to serve as a community hub and revenue asset.

Scope: Indoor soccer field

Financial Sustainability

Day rentals to local adult and teen teams generate recurring revenue to fund core center operations.

Outcome: Recurring earned revenue

Equity, Access & Skill Pathways

Eliminates financial barriers with accessible athletic programming for local teens and a dedicated training space where young athletes build skills toward professional athletic ambitions.

Outcome: Open access and athlete development

YOUTH INSIGHTS · INITIATIVE 3

Interactive Tech Lounge & STEAM Creative Hub

Strategic Pillar Alignment: Pillar 1 Teen Leadership & Wellbeing (Teen Programs & Clinical Services)

Digital Technology & STEAM

Gaming consoles, Nintendo Switch, 3D printers, projectors, high-definition monitors, TVs, game subscriptions, and Wi-Fi infrastructure.

Focus: Digital literacy

Creative Arts

Comprehensive art supplies including markers, paints, paintbrushes, pastels, colored paper, and decorative elements.

Focus: Artistic expression

Teen Lounge Amenities

Ergonomic seating (beanbags, chairs, tables), LED lighting, and ongoing provisions for teen snacks and drinks.

Focus: Comfort and belonging

Strategic Outcomes

Establishes a multi-use teen drop-in space that balances technical skill-building with creative recreation, mental wellbeing, and peer leadership.

Budget: $23,540 identified