



2013-2016 STRATEGIC PLAN *Executive Summary*

Introduction

Villa Esperanza Services provides individualized programs for children, adults and seniors with developmental disabilities in the community. We have been a pioneer in educating, integrating and forecasting the needs of those with disabilities and their families since 1961. This has been the organization's mission since inception. We serve more than 600 individuals and their families each year in Los Angeles and Ventura Counties. Villa is one of the few organizations that offers the continuum of care at all stages of life. Villa's Board of Directors is leading a progressive and comprehensive, three-year Strategic Plan that focuses on the following goals:

I. Advocate for Individuals with Disabilities and their Families

II. Sustain Program Excellence and Anticipate the Needs of the Individuals We Serve

III. Build and Increase Board and Organizational Capacity

IV. Diversify Organization's Funding Sources and Broaden Fundraising Efforts

V. Complete the Capital Campaign Goal of \$9 Million and begin Construction for Phase One of the Master Facilities Plan

I. Advocate for Individuals with Disabilities and their Families

Villa continues to be at the leading edge of advocating for those that cannot speak for themselves. Villa's CEO is the Co-Chairman of a coalition of 16 other Southern California non-profits dedicated to increasing awareness and educating both local and state legislators, friends and families on the importance of continued funding. It is critical that we advocate to preserve funding for direct services for individuals with developmental disabilities. As we continue to increase our visibility and gain additional friends and supporters throughout the community, we strengthen our base of influential advocates to help us in this cause.

II. Sustain Program Excellence and Anticipate the Needs of the Individuals We Serve

As we look to our future, we anticipate more individuals will be diagnosed with Autism. Currently, one in every 88 children and young adults are identified as being on the Autism spectrum. There will be a tremendous need to offer programs for this growing population. Based upon research, people with developmental disabilities are living longer. It is estimated that 500,000 elderly in the United States are developmentally disabled and that number is expected to double by 2030. Over the last 3 years, we have increased the number of clients referred to Villa by 42% across all programs. It is crucial for Villa to forecast the future needs in the community and be ready for an increase in referrals in the next three years for both our Children and Adult Programs. Villa is unique in the delivery of our services and we provide personalized planning as "one size does not fit all." We will strengthen training for staff at all levels allowing Villa to continue to provide state of the art services and techniques using evidence-based practices and problem solving for optimal outcomes. Over the next three years, we will also focus on all areas of transition for our students, adults and seniors. We are strongly committed to forecasting the needs of our constituents and their families and creating programs that will provide opportunities to increase their independence and enhance their daily lives.

III. Build and Increase Board and Organizational Capacity

The Board of Directors and the leadership team are committed to maximizing resources to support our organization's mission and core values. The Board has a major role in implementing the Strategic Plan. It is their commitment and leadership that will provide the resources and connections to make it successful. By investing in building board capacity, the Board is placing a greater emphasis on their responsibility to secure funding while maintaining their commitment to the important roles they already play. Cultivation of relationships is key to the future success of the organization. To continue to provide excellence in our programs, we must continue to operate efficiently and effectively within our infrastructure. We have increased efficiencies in the areas of technology by upgrading our finance and human resource software. We will continue to partner with another nonprofit that assists us in providing assessments of our current systems and recommending changes we can make to increase efficiency, cost effectiveness, and financial sustainability without compromising direct services within our programs.

IV. Diversify Organization's Funding Sources and Broaden Fundraising Efforts

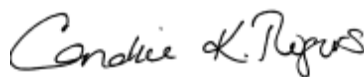
Villa Esperanza Services will continue to grow our visibility in the community through social media, newsletters, annual reports, brochures and tours with new friends. We launched the Villa Family Network to facilitate communication, provide education and information and increase family connections and support. We will continue to research additional funding streams that will help enhance current programs. The Board of Directors, the Executive Leadership team and development staff will continue to strive and grow the major gifts program and strengthen donor relationships. This includes continued building of the volunteer program and recruiting new volunteers to serve on committees and assist in programs. We are committed to maintain current foundation relationships while researching for new potential grant funders and other avenues of funding sources.

V. Complete the Capital Campaign Goal of \$9 Million and begin Construction for Phase One of the Master Facilities Plan

Villa's buildings have outgrown the capacity to meet the future program growth and changes in the population we serve. Investment in providing new facilities for the next generation is imperative. Therefore, the Board of Directors and other volunteer experts hired an architectural firm to create a Master Facilities Plan of what the main campus will look like in 10 years. While this plan is going through the City of Pasadena approval process, the Board of Directors and Campaign Cabinet are committed to raise \$9 million for Phase 1. Once completed, Phase 1 will include: 7 classrooms; 2 retreat gardens; 2 open play areas; 2 outdoor play areas and a lunchroom. In addition, our Dimensions Adult Day Program will be relocated to another space that will be more accommodating and conducive for the changing population we serve. This is necessary in order to continue our mission of successfully providing the highest level of quality programs.

Conclusion/Expected Outcomes

This three year strategic plan is expansive and challenging. Thank you to all of you who participated in its development. Poised at the start of the next 50 years, Villa is more visible, more vital and more in touch than ever with the changing needs of the community and those we serve. We continue to be faced with funding challenges; however, with the wonderful support of our Board, families and friends, we will prevail. Villa's Board of Directors and staff are committed to providing innovative and personalized services for individuals with developmental disabilities. Through our collaboration and support of families and community partners, Villa will continue to strive to give individuals with developmental disabilities the opportunity to live as independently as possible with dignity and respect. Villa Esperanza Services is committed to our mission and be the organization "Where Hope is Hard at Work."



Candice Rogers
Chairman, Board of Directors



Kelly White
Chief Executive Officer

Villa Esperanza Services

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