



VILLA ESPERANZA SERVICES

*Where Hope is Hard at Work for Individuals
with Intellectual/Developmental Disabilities*

2016-2019 STRATEGIC PLAN *Executive Summary*

I. Advocate for Individuals with Disabilities and their Families

II. Sustain Program Excellence and Ensure Compliance with Upcoming Federal and State Mandates for Individuals with Intellectual/Developmental Disabilities

III. Build and Increase Board and Organizational Diversity and Capacity

IV. Sustain Strong Financial Viability

V. Complete Phase 1 of the Capital Campaign and Launch Phase 2

Introduction

Villa Esperanza Services is a thriving multi-service non-profit agency that provides programs and services for individuals with intellectual/developmental disabilities (I/DD.) We offer the tools and support necessary for children, adults and seniors with special needs to achieve their goals, live fulfilling lives and embrace a sense of belonging and acceptance.

Our organization serves over 650 individuals with I/DD including more than 25 different disabilities. Villa offers a continuum of care that ranges from early intervention services for infants and toddlers, special education for pre-kindergarten through age 22 and a wide variety of adult services extending into senior years.

Since Villa was founded in 1961, we have been true to our mission of “Providing Love, Care and Hope for Individuals with Intellectual/Developmental Disabilities and their Families.” Our culture is immersed in the core values of Integrity, Courage, Respect, Innovation and Perseverance. We are committed to our leadership role in offering progressive and innovative services by forecasting the needs of the individuals we serve throughout the course of their lifetimes.

I. Advocate for Individuals with Disabilities and their Families

Advocacy remains a pillar of Villa's commitment to the population we serve. We support self-advocacy on the part of our clients and take action to provide a voice for those who are unable to speak for themselves. Our plan is based on educating and activating families and friends, board members and legislators on key issues that impact individuals with I/DD, particularly legislation that affects the funding we require to sustain, expand and enrich the programs and services we provide.

II. Sustain Program Excellence and Ensure Compliance with Upcoming Federal and State Mandates for Individuals with Intellectual/Developmental Disabilities

A powerful component of Villa's success is based on the quality of the programs and services we offer. Tailoring services to meet the needs of each individual requires highly trained and specialized staff. We will continue to strengthen training for personnel 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.

Upcoming changes resulting from federal legislative mandates will require that individuals with I/DD become more integrated into their communities than ever before. Villa is well-positioned to meet these challenges as client community involvement is inherent in our philosophy and ingrained in our programs. Villa is also involved in community integration, including partnerships and collaborations with other agencies. We will continue to lead the way, developing innovative and creative ways to embrace a more person-centered approach.

Villa Esperanza Services — Core Values: **Integrity • Courage • Respect • Innovation • Perseverance**

Providing Love, Care, and Hope for Individuals with Intellectual/Developmental Disabilities and their Families since 1961.

www.VillaEsperanzaServices.org

III. Build and Increase Board and Organizational Diversity and Capacity

Villa's Board of Directors is committed to our mission and its members are the driving force behind our organizational fundraising. In addition to sharing their expertise, all 25 members contribute financially to support Villa. Our Board also includes two client members who provide a voice for their peers and share their unique perspective as recipients of the services Villa provides. Board members come to Villa with diverse backgrounds and broad areas of expertise. Many potential members are cultivated through service on Villa's key steering and fundraising committees. We forecast upcoming needs to balance and strengthen the makeup of our Board. Members are extremely proactive and engaged, continually strategizing ways to broaden our donor base by inviting friends and colleagues to volunteer, participate in fundraising events, or tour our classrooms and programs. They are vocal and passionate advocates for Villa, sharing the impact that our services have on the I/DD population as well as the local communities.

IV. Sustain Strong Financial Viability

Villa's financial focus centers on basic issues of increasing revenues, controlling costs and strategizing to meet increasing payroll costs generated by mandated minimum wage increases. While a major advocacy effort to support Developmental Disabilities Services resulted in increased funding from the state, some programs are still underfunded to meet current costs. We are in the process of increasing revenues while providing necessary client services by duplicating successful programs in alternate locations as well as growing viable existing programs. The Board and the Development Department will continue ongoing strategies of donor cultivation and connection with major donors, as well as increasing grant opportunities and event revenue.

Cost control remains a key strategy. In conjunction with the forecasted need to provide a higher level of care for our aging adult clients, the Residential Program will continue to relicense selected group homes, which in turn, will increase rates to support these houses. Additionally, we will continue to reevaluate and renegotiate contracts whenever possible in an effort to reduce expenses.

Future challenges include mandatory increases in the minimum wage and rising workers compensation insurance rates. From July of 2014 to 2016, increases mandated by the state and the City of Pasadena added \$940,000 to Villa's payroll expense. Annual increases are scheduled. Strong advocacy efforts will continue at the state level for an increase in service fees to offset these minimum wage raises. We will continue our successful staff Safety Incentive Program which has reduced our workers compensation premiums; however rates continue to increase industry wide.

V. Complete Phase 1 of the Capital Campaign and Launch Phase 2

The \$9 million "hope moves forward" capital campaign will bring transformative change to the face of Villa. Phase 1 of the campaign has already financed the purchase of a new space in the Pasadena community for the Dimensions Adult Day Program. The building underwent renovations that revitalized the space into a fresh, inviting, user-friendly environment for the 70 adults who attend the program.

Replacing the buildings that have been Villa's home since 1961, the new buildings of the Villa Esperanza School will help launch a new era of providing high-quality, comprehensive care and education in a state-of-the-art facility and position us to respond to the rapidly growing population of children and adults with autism.

Site preparations for the Villa Esperanza School began in February 2016. When phase 1 is completed, improvements will include seven fully upgraded and accessible classrooms, two large play yards and retreat gardens, along with a new kitchen and cafeteria. At that point, Villa will be ready to launch phase 2. We forecast the completion of our new campus by 2020.

Conclusions/Expected Outcomes

As we look to our future, it is filled with hope and potential along with change and challenges. This three year strategic plan represents a roadmap to move Villa forward on its mission. Our population is diverse and dynamic and we are committed to meeting their ever-changing needs. As we continue to be a leader in our field and a vital resource in our community, we reach out to our families, friends and neighbors for their support and encouragement. There is much to be done. Together, we can make it happen, just as we have done for the last 55 years.