



Strategic Plan EXECUTIVE SUMMARY

INTRODUCTION

Villa Esperanza Services has been a leader in the community since 1961. Soon we will celebrate 50 years providing a variety of life long program options for our clients and their families. Villa has been a pioneer in educating and integrating children and adults with developmental disabilities into the community. This has been the organization's mission since inception. Serving more than 700 clients per year in two Counties, we are very proud of becoming a Center of Excellence.

Villa's Board of Directors is leading an exciting, three-year Strategic Plan that focuses on the following goals:

2010–2013 Strategic Plan's Goals:

- I. Advocate for Individuals with Disabilities
- II. Continue as a Center of Excellence by maintaining strong leadership and infrastructure while increasing efficiencies
- III. Continue to Build Board capacity and increase diversity
- IV. Continue to strengthen Fundraising and Communications
- V. Develop a Master Facilities Plan in preparation to launch Capital Campaign

I. ADVOCATE FOR INDIVIDUALS WITH DISABILITIES

Villa continues to be at the leading edge of advocating for those that cannot speak for themselves. As we look to our future, we anticipate more individuals that will be diagnosed with a moderate to severe disability, including autism. We also anticipate an increase in referrals in the next three years for our School and Adult Programs. Villa has led many efforts both locally and statewide to educate the community and legislators on the importance of continued funding. It is critical that we emphasize keeping the budget cuts as far away as possible from the direct delivery of services to individuals with disabilities.

II. CONTINUE AS A CENTER OF EXCELLENCE BY MAINTAINING STRONG LEADERSHIP AND INFRASTRUCTURE WHILE INCREASING EFFICIENCIES

Villa Esperanza Services was successfully accredited by the Commission on Accreditation of Rehabilitation Facilities and the California Department of Education. We have added much needed ancillary services for our school, which includes Speech and Language Therapy; Occupational Therapy; Adaptive Physical Education and Behavioral Services. In addition, we offer these services to the greater community for both children and adults. We have been able to upgrade our staff by increasing professionalism and training in the latest techniques and as a result, enhance the quality and delivery of our services. We remain competitive in the field and our staff retention is at its highest. The Board of Directors and the leadership team is committed to maximizing resources that will continue to validate our organization's mission and core values. We will continue to operate more efficiently by assessing our internal systems and creating innovative ways to deliver services, while forecasting the needs of the community. Villa is unique in offering its lifelong range of services for children, adults and seniors with developmental disabilities and their families. Our services are tailored to meet the needs of the individual as we believe "one size does not fit all." Over the next three years, we will also focus on transition phases. As our students age, the need for successful transition to adult programs is of utmost importance. Just as our younger population transitions, so do our older clients that we serve. It is with a strong commitment that we will offer alternative services for those that need additional care.

Mission:

VILLA ESPERANZA SERVICES

Providing Love, Care, and Hope for Individuals with Disabilities and their Families since 1961

III. CONTINUE TO BUILD BOARD CAPACITY AND INCREASE DIVERSITY

The Board of Directors 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. Another critical element of this is diversifying our Board membership. A key part of building leadership will be conducting a Board self-assessment to strengthen and improve governance, provide education, maximize engagement, and value the input of every Board member. By investing in building board capacity, the Board is placing a greater emphasis on their responsibility to secure funding while balancing with other important roles. Our Community Council for Excellence was established to provide a continuous and meaningful relationship between Villa Esperanza Services and the community. It is comprised of 34 members that represent business, the entertainment industry, attorneys, physicians, politicians and others. This Council functions in an advisory capacity to the Board of Directors. The Board members and committees, particularly the Board Governance and Development Committees, will continue efforts to maintain board capacity including bringing in consultants to provide education on advocacy and fundraising.

IV. CONTINUE TO STRENGTHEN FUNDRAISING AND COMMUNICATIONS

Villa Esperanza Services will be celebrating our 50th anniversary from July 2010 – July 2011. We have increased individual and community donor participation to support the operating of our programs. The Board of Directors has placed an emphasis on marketing and public relations and increased fundraising to achieve this goal. Villa has increased our visibility in the community through the internet, newsletters, annual report, brochures and an ad campaign. The Board of Directors, the Executive Leadership team and development staff will continue to grow the major gifts program, strengthen donor relationships and enhance the volunteer program. We will continue to recruit new volunteers to serve on event committees and assist in programs. We are committed to maintaining current foundation relationships and our ongoing research for new potential grant funders and other avenues of funding sources.

V. DEVELOP A MASTER FACILITIES PLAN IN PREPARATION TO LAUNCH A CAPITAL CAMPAIGN

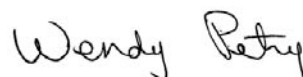
Villa has outgrown the capacity of our buildings to sustain our great program growth and changes in the population we serve. Investment in the infrastructure is necessary to successfully carry out organizational and quality programming goals to secure and maintain up-to-date technology, program resources, vehicles and facility space.

One stated goal of the 2006–2009 Strategic Plan was to strengthen the infrastructure and develop a master facilities plan. Villa accomplished three key components. Villa was able to purchase the final two store-fronts on Villa St. between Craig Ave. and Oak Ave. without increasing monthly financial commitments. The process to select an architect was completed in 2008. While the plan was delayed due to economic uncertainty, the Board of Directors committed to reestablishing this goal and it is now a reality for this strategic planning period. We have hired an architectural firm and plan to unveil a preliminary master plan in the spring of 2011 when Villa Esperanza Services turns 50 years old!

CONCLUSION/EXPECTED OUTCOMES

Villa went from “Good to Great in 2008,” reached their goal to “Become a Center of Excellence in 2009,” proved their ability to thrive and grow under challenging economic times, and has a renewed commitment to sustain excellence through perseverance. This three-year strategic plan will be exciting, yet challenging for the board and staff due to the economic climate. Villa’s Board of Directors and staff are committed to providing innovative and personalized services for individuals with developmental disabilities. Through continued collaboration with families and support from a broad range of community partners, Villa will enable their clients to live as independently as possible with dignity and respect.

Thank you to all who participated in helping us to develop this three-year strategic plan!



Wendy Petry, Chairman
Board of Directors



Kelly White
Chief Executive Officer