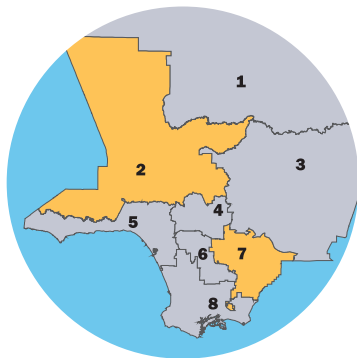


Building From A Place Of Strength



Our mission is to protect children from abuse, preserve families, and build a stronger, safer community.



We provide vital, culturally-affirming services throughout Los Angeles County, with emphasis on Service Planning Areas (SPAs) 2 and 7.

Our strategic plan builds on The Village’s 20+ years of experience and success while recognizing that we must change to meet the immense health and social service needs of children, youth, and families in high-poverty regions of Los Angeles County.

This plan calls for us to:

- **Strengthen and grow** our continuum of preventative, clinical, and community services to achieve lasting, positive impact for children, youth, and families in the high-need communities we serve.
- **Serve as a model** for top-quality, trauma-informed, culturally affirming services for children, youth and foster families.
- **Create** a vibrant, community-based Family Wellness Center in Southeast Los Angeles (SELA), which is located in SPA 7.
- **Expand** intensive mental health and foster care services for children and youth with the most serious needs.
- **Help hundreds more homeless youth** through “The Village’s Model to End Youth Homelessness.”
- **Embed Diversity, Equity, Inclusion (DEI) principles** throughout our agency.
- **Deliver creative new professional training** to address the mental health workforce crisis.
- **Partner for impact** with public agencies, fellow providers, communities, and foundations.

This strategic plan marks a critical post-pandemic step for The Village. It is our roadmap for enhancing and fortifying the agency over the next three years and establishes our strategic direction for the next decade.

While our plan is ambitious, the times call for nothing less as community needs rapidly rise and local, state and federal policy priorities shift to focus more attention and resources on addressing intensive mental health care, homelessness, and equity and diversity in service delivery.

Over the next three years, we will reach and serve even greater numbers of children, youth, and families who live in communities where underinvestment and inequities persist. And with strong leadership from our staff team, we will expand our capacity to address today’s environment and the challenges and opportunities that lie ahead.

Although economic, political, and societal uncertainty will always be beyond our control, how we respond isn’t. The “Village Family” has demonstrated resilience and commitment facing the challenges of the pandemic.

This plan brings renewed confidence, clarity and optimism for our future.



Our Strategic Planning Process

With the help of our strategic planning consultants, we undertook a strategic assessment process to look at the external environment, policy shifts, our internal capacity, and our organization's potential to ensure that our plan is data-informed and reality-based.

The planning process was highly collaborative and included:

- **Interviews** with our Board, Executive Leadership, Directors, and other key staff from across the agency.
- **Internal data** from programs and services, finance, operations, human resources, and development.
- **An analysis of external factors**, including shifts in policy and funding.
- **A series of collaborative planning sessions** involving staff representing every department and our Board.

As a result of this agency-wide work, a bold, three-year strategic plan was completed and approved by our Board on March 3, 2022.

Our 2022-2025 Goals and Strategies

We have established a framework that will enable us to be both focused and agile as we encounter future challenges and opportunities.

Our plan is organized around six goal areas:



Within each goal area are high-level strategies that will guide our decision-making and actions for the next three years. Each year we will review and measure progress and make any strategic adjustments that may be needed to ensure that The Village is delivering on our commitment to the children, youth and families we serve.

1

PROGRAMS GOAL

Increase the number of children, youth and families we serve by 35% by FY 2025 while enhancing service access and quality.

Key Strategies:

- A. Program Integration: Achieve seamless coordination across our behavioral health, foster care and TAY services and programs.
- B. SELA Family Wellness Center: Relaunch the Family Wellness Center and offer a full array of clinical and community services designed for SELA's Latino community.
- C. Behavioral Health: Increase behavioral health care services for children with very serious needs.
- D. Foster Care: Elevate our role as a leading provider of foster care services for high-need children and youth, and Latino foster families.
- E. Services for Transition Age Youth (TAY): Expand services to homeless youth and those who are at high risk by fully implementing "The Village Model to End Youth Homelessness.

2

ORGANIZATIONAL EFFECTIVENESS GOAL

Operate a best-in-class CARF-accredited agency that supports staff, delivers high-quality, data-driven services, and provides effective management.

Key Strategies:

- A. Implement a structured process to operationalize the strategic plan.
- B. Align our organizational structure to support growth and strategic priorities.
- C. Update HR policies and practices to attract, develop and retain extraordinary staff.
- D. Create and deliver a formal Staff Wellness Program that is informed by staff and addresses Secondary Traumatic Stress (STS) for frontline workers and pandemic-related stress.
- E. Develop an Agency Facilities Plan to proactively address future service delivery and staffing needs, balance remote versus in-person services, and potential co-location with housing, health care, and educational partners.

3

TRAINING GOAL

Become a "first choice" agency for high-quality training in culturally-affirming, trauma-informed social work and behavioral health care.

Key Strategies:

- A. Establish a dedicated Training Department to plan and deliver training to interns, staff, foster families, and community providers.
- B. Grow clinical intern programs for social work and mental health staff, specializing in Latino child and family mental health and LGBTQ services.
- C. Advance leadership development and succession planning to support staff in their career pathways.

4 DATA & TECHNOLOGY

Develop an integrated technology infrastructure that effectively supports service delivery, data collection and analysis, and operations.

Key Strategies:

- A. Conduct a holistic technology assessment to document current systems and identify needs and requirements.
- B. Build and implement new technology systems, including staff training.
- C. Continue providing technical assistance and training staff on best practices for telehealth and remote service delivery.

5 RESOURCE DEVELOPMENT & FINANCIAL SUSTAINABILITY

Increase and diversify funding and optimize existing resources.

Key Strategies:

- A. Update our Agency Financial Plan to align with our strategic priorities.
- B. Secure new and expand existing public sector contracts.
- C. Explore collaborations with managed care companies.
- D. Pursue opportunities to build organizational capacity and expand programming compatible with The Village's mission (e.g., public-private partnerships, alliances, or mergers).
- E. Develop and implement a comprehensive development plan, including building an organization-wide Resource Development Team.
- F. Build The Village "Brand" among funders with a strong ongoing communications and advocacy program including elevating youth voices.

6 GOVERNANCE GOAL

Strategically grow our Board and model nonprofit governance best practices.

Key Strategies:

- A. Develop and implement a formal Board recruitment and vetting process that is designed to increase diversity and geographic representation and expand access to resources and expertise.
- B. Strengthen board members' capacity to support The Village through training and education.
- C. Update Board policies and procedures to optimize Board engagement and productivity.



Thank you to our staff and Board for helping to shape this plan and for your visionary leadership and engagement throughout the strategic planning process.

thevillagefs.org