



"Cherishing Children ... Affirming Families"

A Strategic Plan for Our Future
2020 - 2023

THE VILLAGES OF INDIANA, INC.

The Villages Mission



The Villages champions every child's right to a safe, permanent and nurturing home. We are committed to strengthening families for all children and to embracing the dignity and diversity of every child, youth and family served.

The Villages Vision



Every child will flourish in a healthy, nurturing self-sufficient family.



The Villages Strategic Initiative Values


1. Children grow, learn, develop and flourish best in a family.
2. Positive early childhood experiences are essential for every individual's optimal growth, development and self-sufficiency.
3. Every child, youth and family supported by The Villages is deeply respected and worthy of best practice, high quality services which are culturally respectful, family-centered, trauma-informed, and youth and family driven.
4. The Villages programs, services, support and outreach will minimize disparities and maximize opportunities for those we partner to serve.
5. Providing and mobilizing leadership in advocacy for vulnerable children and families is critical to the future. The Villages is especially committed to providing leadership to maximize the impact that the FAMILIES FIRST PREVENTION SERVICES ACT (FFPSA) can provide, reshaping the child welfare landscape to better prevent and support vulnerable children and their families from experiencing the trauma of abuse and neglect.
6. Integrating efficient technology into all aspects of The Villages services and operations is vital to the agency's continued transformational leadership.
7. Being an exemplary nonprofit organization is a value which is "institutionalized" into ALL that The Villages does.

The Villages Will Provide Industry Leadership In Championing Families For Children!

In its commitment to "Champion Families for Children", The Villages will provide relentless leadership in supporting biological and kinship families, and developing and sustaining superior foster and adoptive families, while embracing EVERY family's culture, voice, and community.

Strategic Action Steps

- The Villages will continue to provide private sector leadership in transforming and enhancing Indiana's child and family service systems through an array of quality programs, including, but not limited to:
 - o Early Childhood Development
 - o Child Abuse Prevention
 - o Parent Support and Empowerment
 - o Kinship Care
 - o Foster Care
 - o Transitional Living for Older Youth
 - o Adoption, with a Focus on Special Needs Adoption
 - o Intensive Wraparound Services for Seriously Emotionally Disturbed Children
 - o Families First Prevention Services Act (FFPSA) Transformation
- The Villages will provide credentialed Healthy Families home visitation services to at least 1,700 families annually, supporting first time parents and preventing child abuse and neglect in at least 95 percent of all families served.
- Utilizing the agency's targeted marketing and recruitment strategies, in both 2020 and 2021, The Villages will increase by 10 percent collectively the agency's ability to provide special needs foster care for young children, teenagers, sibling groups and the more seriously emotionally disturbed children being referred to The Villages. This growth will be successfully sustained in 2022 and 2023.
- Despite the fact that, nationally, the length of service for foster parents is decreasing, 40% of The Villages licensed foster parents will have a mean length of service of 18 or more months.
- The Villages will increase by at least 5 percent, annually, the number of kinship caregivers supported through the agency's Family Connection Network services.
- Prevent Child Abuse Indiana will provide child abuse prevention education and information to at least 4,000 individuals on an annual basis.

- 
- Prevent Child Abuse Indiana will continue to provide and evaluate at least one hundred (100) trainings each year which share evidence-based and evidence-informed research and strategies to prevent the physical, emotional and sexual abuse of Indiana's children.
 - Through the facilitation of trainings, public awareness, and social media outreach, The Villages and **Prevent Child Abuse** Indiana will aggressively advance trauma-informed best practices through evidence-based and informed initiatives, such as those listed below, to promote proven child abuse prevent strategies.
 - Adverse Childhood Experiences (ACEs) Study
 - Resiliency
 - Darkness to Light and Monique Burr Curriculums
 - Data Analytics
 - The Villages will leverage donor funds to continue to creatively enhance services and to improve outcomes for those we serve.

The Villages Service Enhancement Will Be Intentional and Strategic!

Utilizing the agency's foundational commitment to child, family and program outcomes, The Villages service enhancement will be continual and intentional. The Villages will strategically enhance and expand programs and services in response to the unmet needs of Indiana's most vulnerable children and families, but will grow only in areas which complement and enhance the potential successes for those we serve or can enable us to continue as an industry leader.

Strategic Action Steps

- The Villages will maintain its extensive investment in tracking, reviewing and utilizing outcome data to continually improve results for the children, youth and families served by The Villages, and release an annual Impact Report to the public.
- The Villages will continue to provide leadership in at least two early childhood initiatives including but not limited to the New Directions' Early Brain Development curriculum, the Healthy Families Indiana "Growing Great Kids" Initiative and the Community Based Early Head Start Initiative.
- Children's Village, The Villages early childhood development center-based program, will provide accredited early childhood services to at least 400 children annually.
- The Villages will facilitate an average of at least 50 special needs adoptions annually through the recruitment and support of an outstanding network of adoptive families.
- The Villages will assess one agency program each year with the goal of purposefully integrating strategies to engage fathers more effectively in the lives of their children.
- The Villages will increase by 5 percent in both 2020 and 2021 the number of youth prepared for self-sufficiency through the agency's Older Youth Services Transitional and Independent Living Programs, and sustain that number in 2022 and 2023.
- In the spirit of strengthening the community safety net for Indiana's vulnerable children and families and continuing to reduce disparities, The Villages will sustain at least six strong partnerships in each of the agency's five geographic regions, as evidenced by collaboration on referrals, resources, training and/or service enhancements.

The Villages Will Be Aggressive In Building The Capacity To Sustain And Strengthen Its Life-Changing Mission!

The Villages will aggressively develop the necessary human and financial resources to sustain and build The Villages capacity to provide the highest quality of services to children, families and communities.

Strategic Action Steps

- Maximizing The Villages strategic branding and marketing initiatives, The Villages will sponsor at least four synergistic fundraising and friend-raising events per year.
- The Villages will facilitate at least 140 "face to face" prospect contacts each year to increase the agency's individual, corporate and foundation donor base for annual, special project and planned gifts.
- Building on the successful "BE BOLD...BRIGHTER FUTURES ARE WITHIN OUR REACH", Initiative, The Villages will raise at least \$400,000 a year in private contributions to effectively support the program and human capital needs which will sustain and add value to The Villages outstanding service outcomes for children, youth and families.
- The Villages will build a \$12 million John Pless Family Society Endowment Fund by 2023, and will establish a formalized Planned Giving Initiative by December 31, 2020.
- The Villages Board of Directors will support the work of the Board Governance Committee to further the strength, geographic representation, and diversity of the Board; will conduct an Annual Board Planning Retreat; will facilitate a Biennial Board Assessment; and will strongly encourage each Board Member to make a personal financial contribution (100%) to The Villages, annually.
- The Villages will continue to invest in and strengthen the impact of the Young Professionals Advisory Board to help engage younger volunteers and donors in the services and mission of our organization, and will develop a strategy for encouraging their continued engagement as they advance beyond the "young professional" category.
- The Villages will continue to formalize opportunities to engage volunteers with The Villages mission, and by 2021, volunteer engagement will be supported by a staff position. This would add one additional Development Staff Member.
- The Villages will accelerate its use of traditional and social media forms to captivate a broader, more diverse group of stakeholders as partners in the agency's critical work, as evidenced by an 8% increase, each year, in the total number of individuals engaged in The Villages mission.

The Villages Will Strive To Be Indiana's Child and Family Services Nonprofit Of Choice!

The Villages will be the child and family services "nonprofit of choice" for employees, volunteers, Board Members, donors, consumers, foster parents, and governmental agencies.

Strategic Action Steps

- The Villages will continue to achieve recognition by being among the only TWO PERCENT of licensed child-serving agencies in the nation who are fully accredited by a nationally recognized accrediting body such as the Council on Accreditation. By the end of 2020 and each year thereafter, The Villages Board of Directors and Advisory Boards will work towards the goal that 100% of Members will identify an area of engagement which enables them to utilize their skills and interests to add value to The Villages mission.
- The Villages business model will integrate the values of cost effectiveness, accountability and transparency. The Agency will conclude each fiscal year with at least a "break even" budget.
- The Villages will strive to maintain the agency's positive staff retention at a level of 75% each year.
- The Villages will harness technology as a tool to enhance practice and maximize efficiency, updating a case study of the agency's adaptation to technology every two years.
- The Villages will review and update the agency-wide plan for office and service facilities every three years.
- Annually, The Villages will analyze and prioritize existing and emerging service lines that will enhance The Villages' mission and will develop appropriate strategic initiatives.
- The Villages will prioritize facilitating an agency-wide assessment at least every two years of its ongoing cultural competency initiatives to assure that the agency's policies, practices, and environment are culturally respectful and responsive.
- The Villages will integrate ongoing SUCCESSION PLANNING into the Leadership Development strategy of all aspects of The Villages ... statewide leadership, regional leadership, programmatic leadership and Board leadership.

The Villages Will Serve As A Tireless Voice For Children.

The Villages will mobilize and provide dynamic leadership in advocacy for vulnerable children and families locally, regionally and nationally.

Strategic Action Steps

- The Villages will continue to lead Indiana and the nation in its outcomes of PERMANENCY and STABILITY for abused and neglected children.
- The Villages Board of Directors and Leadership Team will provide aggressive leadership to advocate for the restoration of adequate public sector funding levels for Indiana's abused and neglected children and their families and other identified public policy priorities.
- The Villages, as well as Prevent Child Abuse Indiana, will maintain its role as the private agency thought leader and partner in Indiana's child and family services system reform, as evidenced by active organizational engagement in the child abuse prevention, early intervention and treatment arenas.
- The Villages will intensify its national child welfare and prevention leadership to impact positive, systemic changes at the federal level through involvement in at least three national reform initiatives over the next four years.
- The Villages will strengthen and capitalize on the agency's comprehensive communications plan to support marketing, foster parent recruitment, fund development and advocacy, as evidenced by an annual increase in the use of social media and an increase in philanthropic dollars raised.
- The Villages will create an innovative standard of community engagement with vulnerable children and their families by establishing one new community partnership annually in each Villages region. These essential community connections will enable those served by The Villages to experience civic, cultural, educational, recreational and faith-based opportunities.



3833 N. Meridian Street | Indianapolis, IN 46208 | 1.800.874.6880 | VillagesKids.org

The Villages Family of Services



The Villages of Indiana is a proud member of:



The Villages is among the only TWO PERCENT of child and family services agencies, nationwide, that are fully accredited by the Council on Accreditation.



CREDIBILITY • INTEGRITY • ACHIEVEMENT



The Villages | 3833 N. Meridian Street | Indianapolis, IN 46208 | VillagesKids.org