



## **Executive Summary**

### **Village Community Services Strategic Plan 2015-2018**

#### **Statement of Financial Position**

Village Community Services' budget approximates 3.5 million dollars annually. Village Community Services board mandates a balanced budget. Funding sources include government contracts, investment income, rents, and participant fees. These constitute 90% of the agency's annual budget. 10% of VCS' annual budget is from grants and donations. The agency also maintains a reserve fund equal to or exceeding six month operating costs. VCS does not expect a change in its core revenues in 2015. However, a rate increase for VCS' Residential Support Services may occur effecting 2016's budget.

The majority of the 2015 strategic initiatives do not rely on securing additional funding. VCS has secured funding and developed a financial sustainability plan for the Snohomish County Experience newsletter and the "Inclusive Entrepreneurs" project. Further, VCS expects that the majority of grant applications will be for capital grants to fund the parking lot re-grading and resurfacing scheduled for the Summer of 2016.

Supporting financial documents include: 2015 Budget Summary, 2013 Audited Financial Statements, 2013 Comparative Reserves Analysis, and Investment and Banking Recap, 2014. Documents are available upon request from [resource@villagecommunitysvcs.org](mailto:resource@villagecommunitysvcs.org) or 360-653-7752 ext. 14.

#### **Strategic Goals 2015-2018**

- I. Increase opportunities for participants by increasing collaboration with other agencies.
- II. Increase effectiveness and retention of quality staff.

- III. Improve the quality of life of families who provide care for a person with a disability.
- IV. Increase the relevant knowledge and skills of staff, families, caregivers, providers, employers, and others who interface with VCS' target population.
- V. Assure the quality, financial solvency, safety, and efficiency of VCS and its existing programs.

### **Strategic Initiatives 2015**

- A. Inclusive Entrepreneurs
  - a. Lead Staff: Michelle Dietz
- B. The Snohomish County Experience Newsletter
  - a. Lead Staff: Michelle Dietz
- C. Staff Recruitment Strategies
  - a. Lead Staff: Terri Bayliff
- D. Residential Services Interns
  - a. Lead Staff: Terri Bayliff
- E. Vocational Services Incentive Program
  - a. Lead Staff: Vocational Director
- F. Parking Lot Fundraising
  - a. Lead Staff: Michelle Dietz
- G. VOIP Phone System Upgrade
  - a. Lead Staff: Finance Executive
- H. Efficient and Strengths Based Staffing
  - a. Lead Staff: E-team

### **Action Steps and Timelines**

See the full Village Community Services Strategic Plan available upon request from [resource@villagecommunitysvcs.org](mailto:resource@villagecommunitysvcs.org) or 360-653-7752 ext. 14.