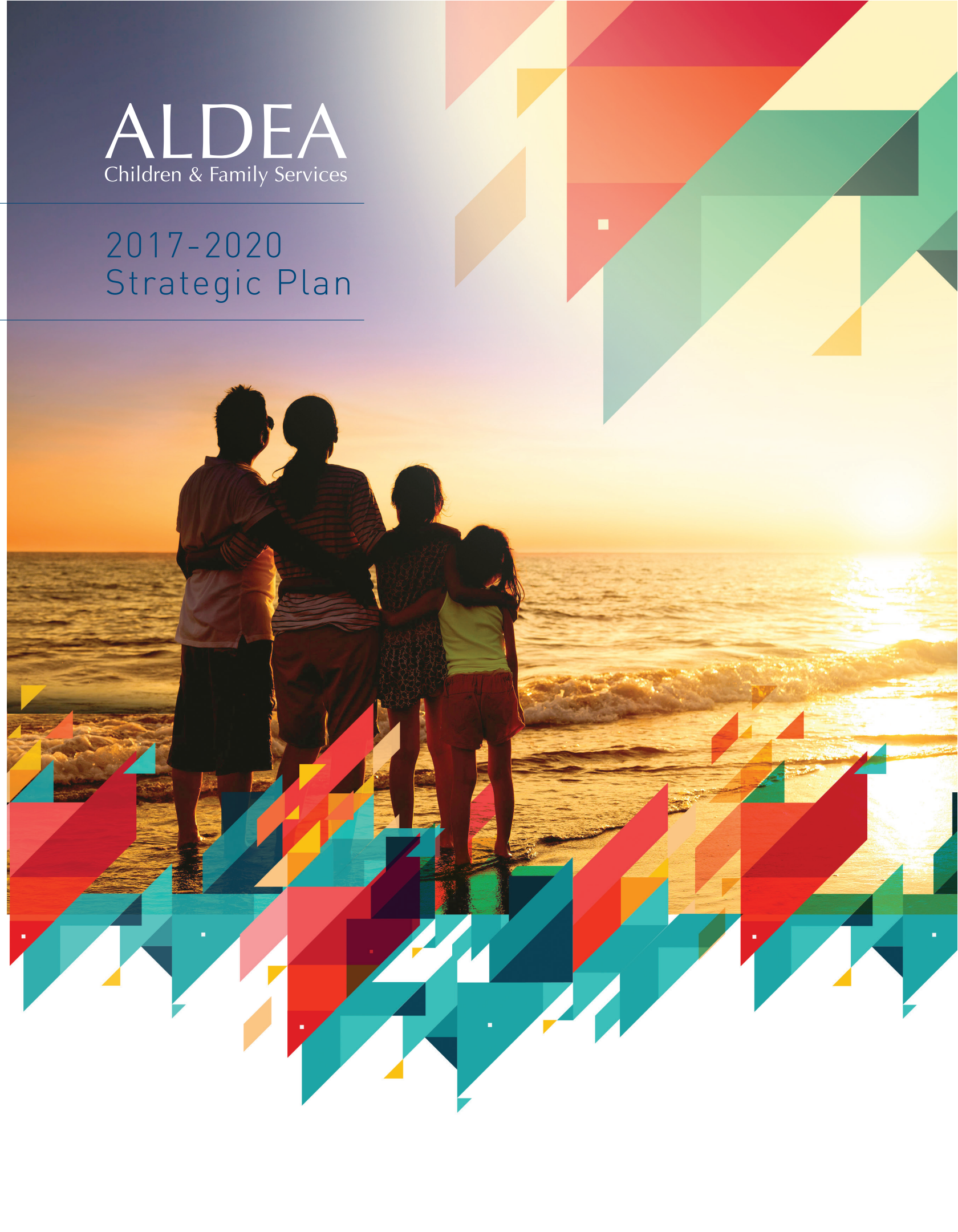


ALDEA

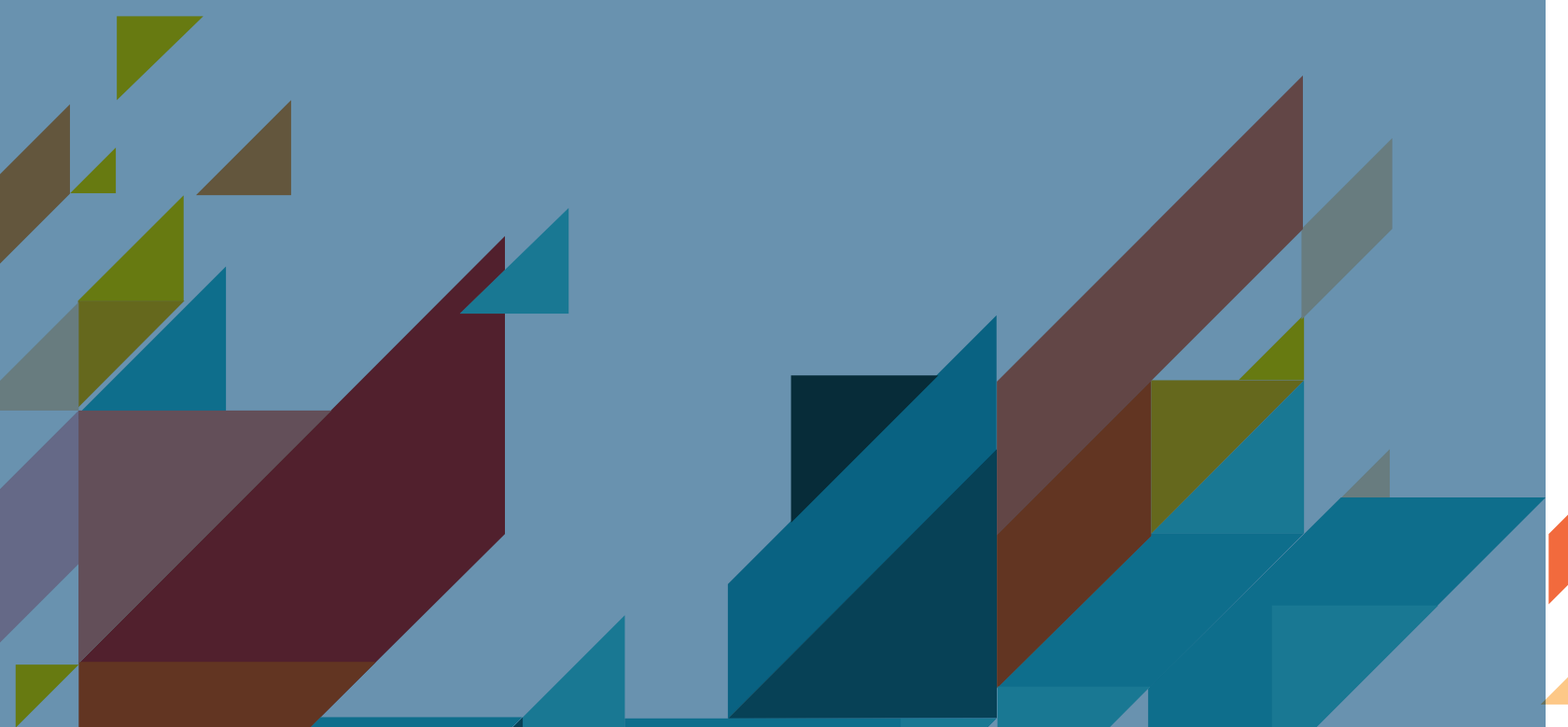
Children & Family Services

2017-2020 Strategic Plan



ALDEA

Children & Family Services



Message From Mark

Building a community that works for everyone...together!

While contemplating the future of Aldea, I'm left beginning with thinking about the past. Aldea's humble beginnings can be best described by a quote from a remarkable leader from history. Mahatma Gandhi said that "a small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history." I believe this describes Aldea. For 45 years a group of determined spirits, our talented staff have been altering the personal stories of thousands of abused and neglected children, their families and disabled adults. Prior to the origins of Aldea, youth in Napa County were sent to foster homes and group homes outside the community. Aldea has changed this history for these young people in Napa and Solano County.



In so doing, Aldea has altered the course of history by helping to change the future of so many young people who are suffering. Aldea celebrates over four decades of providing hope and healing to people suffering. We do this through our professional mental health and child welfare programs. In our treatment foster care program we provide hundreds of children a year a safe foster home where they can begin to heal after suffering abuse in their birth homes. We provide hope and healing to thousands of people that we serve in our mental health programs. And we provide hope and independence to disabled adults in their own homes, outside the walls of institutions.


What will the future hold for Aldea and the communities we serve? It is an uncertain answer to be sure. However, this organization – the staff, board and donors are committed to building a community that works for everyone; where more people are getting their needs met so they can actively participate and contribute to this dynamic place that we call home. The strategic plan that follows is a reflection of our community. The community was very involved in its development and, as you will see, the community will be involved in helping Aldea meet its mission for years to come. Together, let's build a community that works for everyone!

Onward,

A handwritten signature in black ink that reads "Mark".

Mark Bontrager, LCSW, JD
Executive Director

p.s. Thank you for your help in creating this shared vision for our community.



Aldea provides comprehensive mental health and child welfare services for people who would otherwise not have access to quality treatment due to financial and other barriers to care.

The Communities we serve need Aldea

There are over 60,000 California youth in foster care on any given day who are in desperate need of a safe, nurturing home, and over 500 in Napa and Solano Counties alone. According to the Centers for Disease Control, one in four adults—and one in five children—will experience a mental health problem in a given year. This means that more than nine million Californians, including two million children, are facing a mental health challenge, including thousands in our two respective counties.

Aldea provides comprehensive mental health services for people who would otherwise not have access to quality treatment due to financial and other barriers to care. Studies show that half of kids in the child welfare system and a third of people with substance abuse issues also have mental health issues. To meet the needs of people in those complex situations, Aldea also offers treatment foster care and substance abuse treatment services for youth.

Our Purpose

Aldea Children & Family Services empowers families and at-risk youth to gain mental health so they may reach their personal, academic and occupational goals. Through critical mental health, treatment foster care and adoption, and support services, Aldea helps more than 3,900 people—the majority of them children—each year in northern California. By providing services before people's mental and behavioral challenges become more entrenched and difficult to treat, Aldea increases the safety and wellness of the community.



What We Do

Established as a nonprofit corporation in 1972, Aldea has grown from providing residential treatment for adolescents to offering a spectrum of behavioral health services, including:

- **Outpatient and community-based mental health services** through two outpatient counseling clinics and more than 30 co-locations at local schools, medical clinics and organizations. Aldea provides psychiatric, behavioral and clinical therapeutic services, including specialized services for people experiencing the early symptoms of psychosis
- **Transitional Housing** program to provide up to 24 months of affordable housing as well as support for youth transitioning out of foster care.
- **Mental Health First Aid** training to help the public learn how to identify and respond to signs of mental illness.
- **Supported Living Services**, including case management, personal assistance, and more for adults with developmental disabilities so they may live independently in their homes.
- **Treatment Foster Care and Adoption** services for youth in need of a safe, nurturing and permanent home
- **Substance abuse prevention and treatment services** for youth



Our Impact

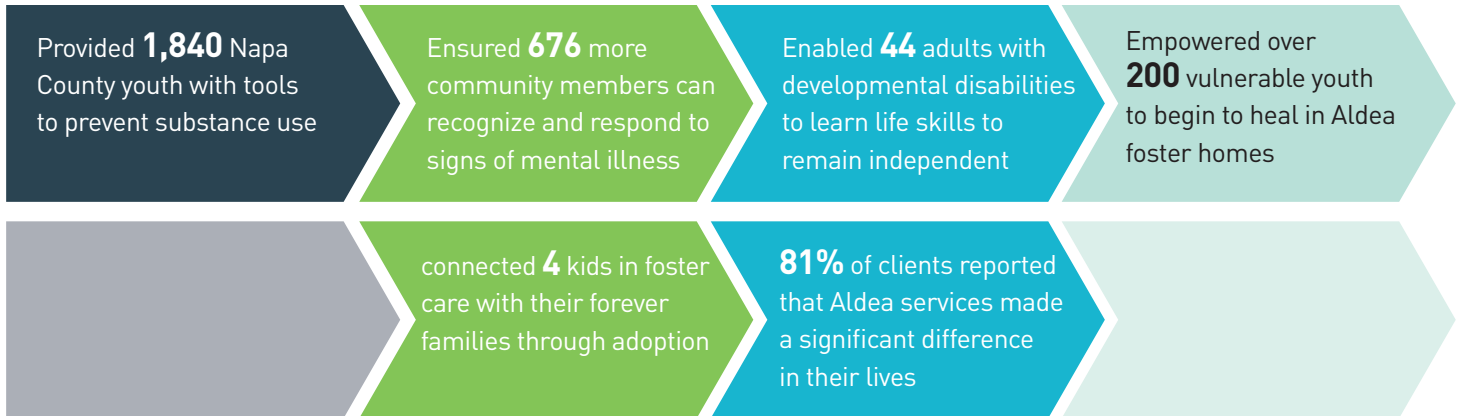
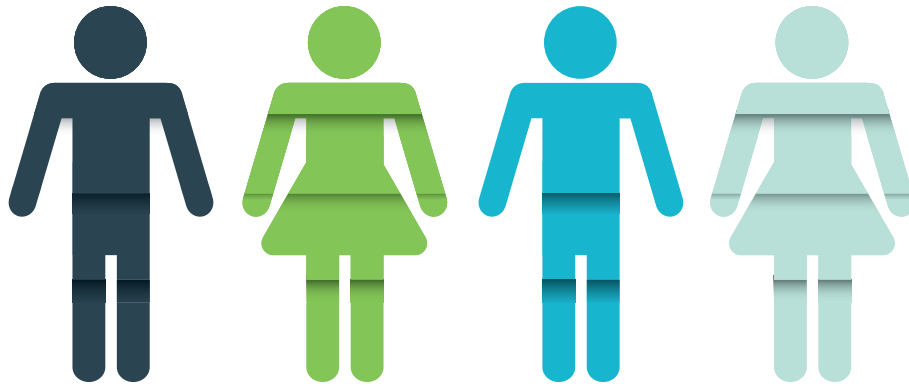
Aldea is unique from other nonprofit mental health providers because of its commitment to cutting-edge programs and practices that emphasize prevention and early intervention and treatment. This significantly improves people's likelihood of improving their mental health, strengthening their relationships and reaching their goals. Aldea is the first agency in Napa and Solano counties to provide Mental Health First Aid (MHFA) training to educate the community on how to identify and respond to signs of mental illness. Moreover, Aldea is the only provider of youth substance abuse treatment services in Napa County. To increase access to services, Aldea therapists and psychiatrists are co-located at more than 30 schools, clinics and organizations. In order to better serve Spanish-speaking clients, 25% of clinicians are bilingual. Within the last five years, Aldea has integrated leading-edge assessment tools and treatment methods, such as Supportive Outreach & Access to Resources (SOAR), an Aldea program designed to identify and treat people with early signs of psychosis.

Aldea's child welfare programs are leading the way in trauma-informed care for children in foster care. Through the implementation of therapeutic models, youth in care can begin to heal from the wounds of abuse and neglect, using the nurturing relationship with a foster parent.

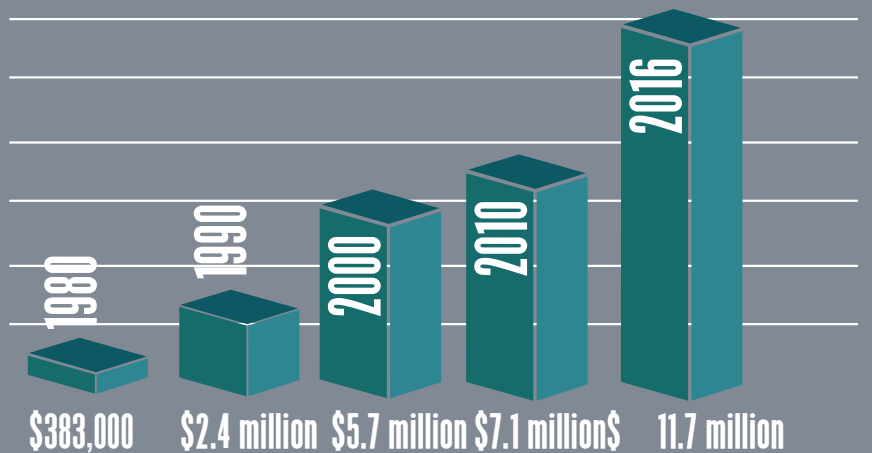
Numbers Served

Established as a nonprofit corporation in 1972, Aldea has grown from providing residential treatment for adolescents to offering a spectrum of behavioral health and child welfare services, including:

More than 3,900 people served



Growth in Annual Budget OVER THE DECADES





Who We Are

Incorporated in 1972, Aldea opened its first group home, a residence for six adolescent girls, who were dependents and wards of the Court. In 1976, Aldea's first classroom program was opened to serve its residents and community children needing a structured and treatment-oriented classroom setting. For over 40 years, Aldea has responded to community needs by establishing school-based programs and day treatment, opening non-public schools, offering treatment foster care, child abuse treatment services and finally outpatient services. Aldea has evolved into many quality programs that serve more than 3,900 children, families, and adults each year that equip people with the tools needed to improve their health and ultimately, their community.

“We are relentless in our pursuit of excellence in our clinical work and delivery of services. There is ample evidence for optimism and hope. We have more skills and resources than ever before to implement our mission. Our hope is justified by our outcomes. Children, families and adults have their lives changed for having been served by Aldea.”

—Allen Ewig, former executive director

Geography

Napa and Solano Counties



National Accreditation



In June 2016, Aldea received an expedited re-accreditation through the Council on Accreditation (COA). Receiving accreditation is a challenging process that requires over a year of preparation and relies upon honest feedback from community members, clients, and an agency's staff to determine the impact an organization has on its community. Reviewers noted: "Stewardship and accountability of precious resources were evident at all levels" and "highly competent and accountable leadership clearly guides and empowers the organization for excellence in mission accomplishment at all levels." Accreditation by COA means that Aldea is among the top 1% of human service organizations across the country. This also means that Aldea is a 'learning' organization that is always striving to get better at meeting the needs of the people we serve.

Certified Green Business

In 2013, Aldea was certified as a Bay Area Green Business for having policies and engaging in practices that are mindful of the use of precious resources. From high efficiency lighting, insulation and use of renewable resources, Aldea endeavors to use resources in a conscientious manner that is respectful of the fact that we all are collectively responsible for the equitable sharing of our precious community resources.



A successful community based organization





“I commend Aldea on 45 years of excellence, providing critical mental health and child welfare services to the most vulnerable members of our community.”

—US Representative Mike Thompson

VISION

All people we serve will achieve emotional wellness and become engaged members of our communities despite past abuse or emotional challenges.

MISSION

Our mission is to improve lives and create bright futures for people we serve by providing professional mental health, child welfare and support services in a manner that respects the dignity and individuality of each person.

CORE VALUES

Client Centered: Our individualized services are driven by joint goal-setting with clients to improve their lives and create bright futures

Excellence: Our staff is committed to providing the highest quality, most effective services and is supported to do so through professional development

Diversity: Our staff is diverse and culturally sensitive to better serve our communities

Collaboration: Our staff teams up internally and with community partners to create lasting improvements for clients and communities

01

02

03

04

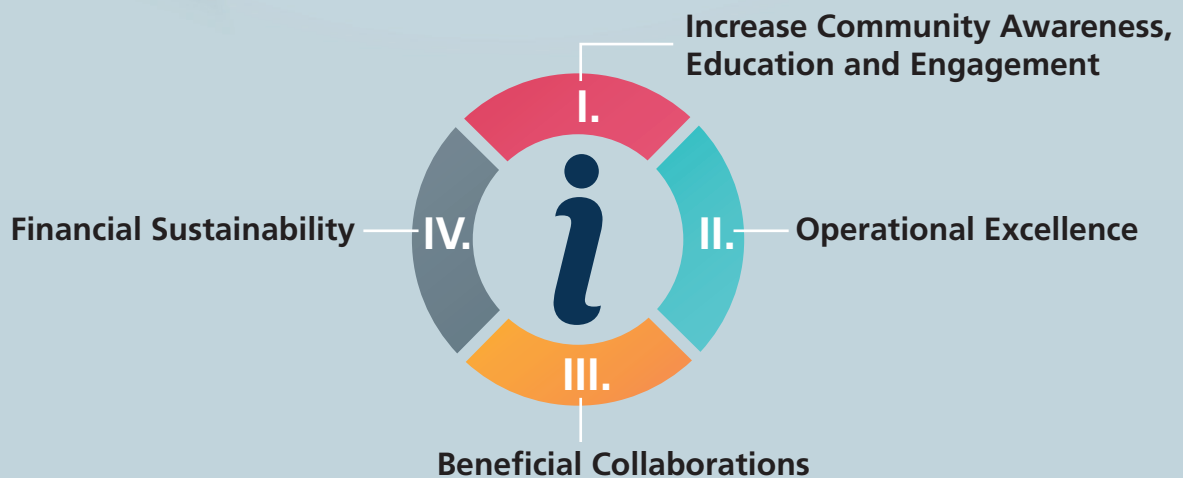
05

Strategic Planning Process

Aldea has engaged in a thorough process to arrive at a new vision for the organization moving forward. The agency formed a Steering Committee comprised of key staff and board members to solicit input from constituents. These key stakeholders included: clients, staff, donors, community partners, contractors, experts in our field of services and the board of directors. Data were collected through interviews, surveys, focus groups and electronic means.

Through a series of Board and staff retreats and workgroups, the organization put together a new plan to help guide Aldea for the next three years and into the future, being ever mindful of the needs of the people and communities that we serve.

With careful consideration given to the changing environment and the needs of our communities, and building upon those distinguishing strengths of Aldea, four primary strategic areas were prioritized:



01

Increase Community Awareness, Education and Engagement:

Build on the Aldea brand identity, clarify the Aldea promise, enhance awareness and community support



Aldea can only be successful in its mission if it can garner the interest and support of the entire community. It takes everyone to ensure that children are safe from abuse, that people who have mental health issues get the support that they need, when they need it. It also takes employers to employ our youth and our adults with disabilities and schools to educate them. Only together can we accomplish our vision.

Goal 1: Increase Community Support through strengthening the Aldea brand

Aldea has been quietly going about the work of strengthening our community by serving people. More people need to know about the important work and participate in these efforts to create larger scale change.

Goal 2: Distinguish Aldea through identifying and enhancing our competitive advantage

Aldea will need to continue to do more of what it does best. Sharpening the agency focus on those areas that it does best will only serve to enhance the impact of the agency.

Goal 3: Deepen understanding of our client impact and tell our value proposition (SROI)

The reason for Aldea's existence is to fulfill its mission: improving lives and creating bright futures. Even though measuring change in human behavior can be challenging, it is imperative that the agency continues to focus on what matters most. The agency will need to do more to demonstrate impact and show a social return on investment(SROI).

Goal 4: Maximize the impact of the Aldea Training Institute with emphasis on training the broader community

The more aware the community is of child welfare and mental health issues, the better able it will be to recognize problems earlier and respond appropriately and join with Aldea in meeting the mission.

02

Operational Excellence: Standardize services and simplify access



People who seek services from Aldea should experience an easily accessible way to obtain services. This includes knowledge of what services are available, their location and eligibility. Clients should have a high quality experience. Additionally, for services offered in multiple locations, clients should have similar high quality experiences regardless of location and staff. Equally, Aldea staff should have a standardized training that enhances their skillset and allows them to provide a diversity of services.

Goal 1: Enhance the scalability of programs through organizing agency services, centralizing functions and maximizing facilities for the long-term

In order for Aldea to benefit from its size and scale, it must look to greater centralization of administrative functions and sharing of resources. In so doing, more resources can be directed to where they are needed most: client services.

Goal 2: Increase staff versatility to meet changing needs

Providing training and utilizing staff in multiple service/cross-functional roles can lead to better prepared, well-rounded staff who have a broader perspective of the needs of clients. Additionally, staff will be able to adapt to different roles as client needs dictate.

Goal 3: Attract and retain the highest quality staff

Aldea endeavors to have the most effective staff to deliver the highest quality services. The agency will continue its long-time commitment to enhance benefits, provide for market rate salaries and build career tracks whenever possible.

Goal 4: Ease client access to services through a single point of entry or no wrong door approach to obtaining services

Often people are waiting too long to seek out services and when they finally do, Aldea shall provide services as quickly as possible. Aldea will endeavor to make services seamless for people to get the help they need.

Beneficial Collaborations:

Build partnerships with community and providers to better meet the needs of clients and families

Aldea is a community-based organization and, as such, it should be fully embedded in the community and with community partners. In order to be ever more effective, Aldea will need to continue to build mutual relationships with fellow providers, offer place-based services and partner.

Goal 1: Partner and go where the clients are: Schools, Primary Care, Client Homes

Another way to remove barriers to care is to go where the people who need services are naturally present. Aldea must make it easier for people to get the services they need by providing them in the most common environment for clients.

Goal 2: Identify partners who have similar mission-driven organizations to deliver services

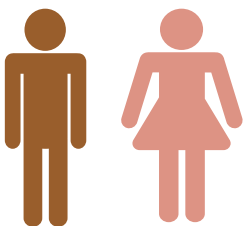
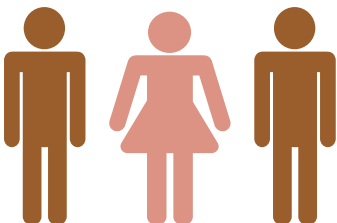
Over the past several years, Aldea has engaged in several successful partnerships with schools, primary care providers and public entities. These partnerships have served to more effectively deliver services in an integrated fashion. Further work will need to be done in order to build on this good beginning.

Goal 3: Enhance the recruitment of staff through partnering with educational training institutions

Geography and competition for talent is a key challenge in the field. However, creating partnerships with universities who train nurse practitioners, social workers and therapists are essential. Trainees who obtain experience at Aldea may choose to become employees at the end of their graduate training.

Goal 4: Consider mergers and/or affiliations with like-minded agencies

There is a need to create organizational scale in order to have the infrastructure to support the ever-increasing demands to deliver services in a high-tech, highly regulated industry. Looking at ways to achieve this through partnerships and growth will be important.



04

Financial Sustainability:

Develop and achieve a long-term financial sustainability plan



A critical component of the trust built between Aldea and the communities and people who are served is that commitment that Aldea will be here tomorrow. In order for Aldea to continue this ongoing commitment, it must create a financial model that strengthens its fiscal footing and ensures it's here for the long run. This is an essential covenant between Aldea and the communities it serves.

Goal 1: Diversify income streams

The agency will need to look for ways to diversify both its contributed and earned income. Aldea will further broaden its Development program through planned giving efforts and targeted campaigns. Additionally, the organization will look to opportunities to use existing assets to build income to further support the work.

Goal 2: Aim for Program Fiscal Sustainability: All programs will cost no more than 5% over service revenue

Through greater efficiencies and enhanced ability to capture reimbursements, Aldea will seek to operate programs that are structured in a manner that are fiscally sustainable.

Goal 3: Continue to fundraise at least 10% of agency budget (5% for operations; 5% for growth, innovation and reserves)

Aldea will need to continually invest in new tools like electronic health records, and new interventions and practices that require adequate reserves to continue to ensure that the agency is relevant, innovative and effective.

Goal 4: Explore adding new services and serving new counties where there is a need and it makes good business sense

Aldea has over four decades of experience of successfully providing important services in two counties. There may be opportunities to expand this success to other counties if there is a need and adequate resources to do so.

Acknowledgements

We are grateful for the input provided in this process from our staff, community partners and the clients we serve. Aldea's Leadership Team, Strategic Planning Steering Committee and Board of Directors contributed substantively to this plan.

Special thanks to our consultant, Morrie Warshawski, for his facilitation and support through this process.

Formally Adopted by the Aldea Board of Directors:

Dell Coats, CPA, President
Sandre Re Sims, Secretary
Walt Birdsall, CPA, Treasurer
Karin Piore', Esq., Member
Joseph Harbison, Esq., Member
Rev. JL Thompson, Member
Dr. Pat Wolfe, Member
Patti McFarland, CPA, Member
Alfredo Pedroza, Member
Liz Gibboney, Member
Linda Short, Member

January 30, 2017

ALDEA
Children & Family Services

