



STATE OF THE VILLAGES

Building Stronger Communities Together

Carolyn Ross – Co-Executive Director, Village Movement California



OUR VILLAGE ACCOMPLISHMENTS

Our 50 villages touch the lives of 10,000+ older adults, their families, volunteers and caregivers. I see villages across the state continuing to lean into the promises that they have made to walk alongside their members in this journey of aging.



The Village Movement Today

CALIFORNIA'S VILLAGE NETWORK: A MOVEMENT AT SCALE

California villages represent a diverse ecosystem spanning grassroots startups to established organizations, all sharing a common mission: creating connected, caring communities where people can thrive as they age.

Key Landscape Snapshot:

- Village membership ranges from 72 to 690 members
- Annual budgets span from under \$10k to over \$500k
- Staffing ranges from 1-2 person teams to 6-person organizations
- Serving diverse communities from rural to urban regions

Priorities - Growth with Purpose

2025 GOALS REFLECT AMBITION AND COMMUNITY FOCUS

California villages are setting bold goals that balance sustainable growth with deepened community care.

 Top 2025 Priorities:

- **68%** - Secure new funding sources
- **59%** - Increase volunteers
- **54%** - Grow membership
- **45%** - Increase community awareness
- **40%** - Support members with increased needs

The Capacity Challenge

WHAT VILLAGES NEED TO ACHIEVE THEIR GOALS

Villages clearly understand that ambitious goals require strategic investment in people and systems:

🔧 Essential Resources Needed:

- **55%** - Member & volunteer engagement strategies
- **50%** - Leadership development & succession planning
- **45%** - Support managing growth and sustainability
- **41%** - Connection to other village leaders
- **36%** - Fund development training

Financial Check-In

DIVERSE MODELS, COMMON CHALLENGES

Budget Distribution Tells a Story:

Annual budgets span from under **\$10k to over \$500k**

- **14%** operate on \$0-10k (grassroots level)
- **33%** operate under \$40k annually
- **9%** have budgets over \$500k+ (established operations)

Membership fees represent less than 20% of income for 32% of villages

- Sliding scales based on income and subsidized/sponsored memberships are common, especially for higher fees



Financial Opportunities

Grant Funding

- Shows stark variation: 59% receive minimal grants while 18% are heavily grant-dependent

Individual Donations

- A potentially underutilized funding source: 68% receive minimal donation income

Additional Opportunities

- Business sponsorships
- Faith-based giving
- Fundraising events
- Legacy giving programs



People Power Fuels the Village

Staffing Reality

- **43%** operate with 1-2 employees
- **28%** have grown to 3-4 staff members
- **28%** employ more than 5-6 people

Volunteer Engagement Varies Dramatically

- Volunteer numbers range to 550
- Volunteer-to-member ratios span from 1:10 to 1:1
- Some villages achieve 100% member volunteer participation

Village Membership: Solo Ager

Villages are increasingly serving solo agers, with nearly two-thirds of villages having predominantly solo ager populations

- In nearly 17% of villages, solo agers make up 41-60% of membership
- In half of all villages, solo agers represent 61-80% of members
- In 11% of villages, solo agers comprise over 80% of membership



Collective Challenges

WHAT WE'RE HEARING FROM THE FIELD

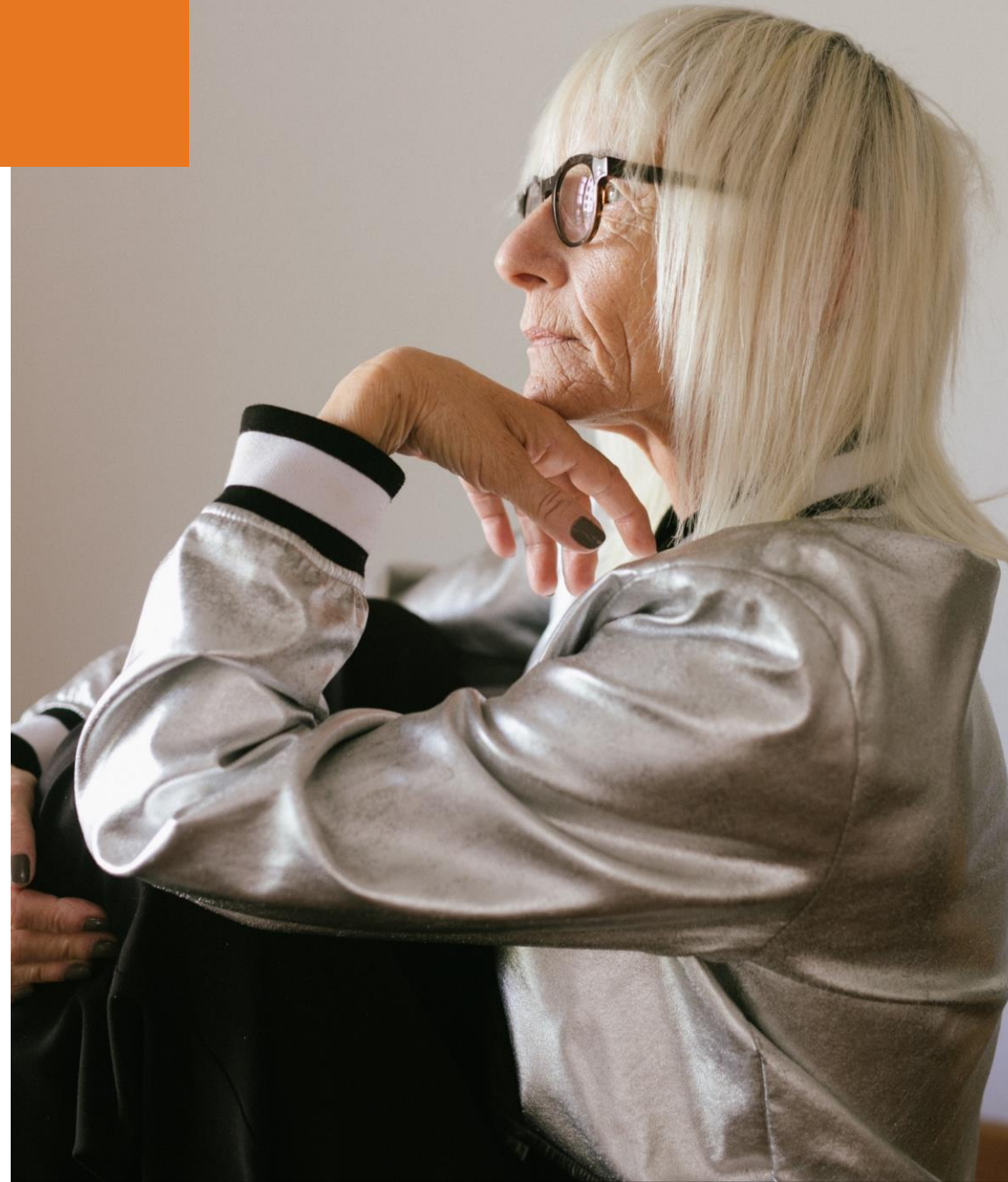
Universal Challenge Areas:

- **Resource constraints**, especially in more rural areas with limited volunteer pools
- **Leadership sustainability** with 50% needing succession planning support
- **Growth management** - scaling while maintaining quality and connection
- **Isolation** - villages solving similar problems independently
- **Context barriers** - most resources designed for urban settings
- **Increasing needs** of our aging membership base

VILLAGE INCUBATOR

INCUBATOR

- Three villages launched – three more launching soon!
- New groups continue to join or prepare for participation
- Collaboratives in Virginia and DC sending groups by the end of the year



VILLAGE ACCELERATOR

ACCELERATOR

- Participation in Accelerator workshops and learning community meetings has been robust
- Workshops to date have focused on fund development and leadership transitions and development
- 🤝 **Peer Learning Networks**
- Connections between similar villages
- Structured leader experience sharing
- Collective wisdom platforms



UPCOMING WORKSHOPS

From Ideas to Action: Crafting Successful Advocacy Strategies Thursday, 9/18, 1PM

Navigate today's shifting political landscape with adaptive advocacy strategies for your village with Leza Coleman, former Legislative Director with the California Commission on Aging

LGBTQ Community Caregiving Tuesday, 9/23, 1PM

Join AARP California for an interactive discussion on building supportive networks, navigating caregiving challenges, and fostering inclusive environments within village communities.

Additional workshops for 2025 are being developed



RESEARCH & DATA

Research and data collection are key priorities as we develop our healthcare value proposition

- Two-year collaboration with West Health Institute exploring collaborations between Villages & healthcare
- Discussions with UC Berkeley's Center for Advanced Study of Aging Services and UCSF on evaluating California villages' social health impacts
- Ongoing work with the Village to Village Network's Data & Evaluation Committee and Rutgers Hub for Aging Collaboration





WELCOME TO OUR NEW BOARD MEMBERS

Our new board members bring invaluable talent, experience, and shared passion for building equitable and inclusive communities of care.

Luke Barnesmoore, Managing Director of Strategy, Front Porch's Home Match

Peter Fitzgerald, Chief Strategy Officer, National PACE Association

Carol Haig, past editor of VMC Newsletter & co-chaired former Walnut Creek village

Amy Stuck, RN, Senior Director, Value-based Care, West Health Institute






The Path Forward

STRONGER TOGETHER IN 2025

Our Collective Vision: California villages working as a connected network where individual village success contributes to movement-wide impact.

Key Success Indicators:

- Villages with diversified, sustainable funding
- Strong volunteer engagement across all communities
- Leaders prepared for succession and growth
- Rural and urban villages benefitting with effective strategies
- Members receiving enhanced support as needs increase

An aerial photograph of a suburban neighborhood, showing a grid of streets, houses with various roof colors (orange, grey, blue), green lawns, and trees. The image is used as a background for the text overlay.

Village Movement California envisions a society where all stages of life offer meaningful opportunities for growth, connection, and joy; where people of all backgrounds and economic means can age with dignity, purpose, and self-determination.