



Volunteers of America®

GREATER BATON ROUGE

Helping America's most vulnerable®

Volunteers of America Greater Baton Rouge

Strategic Plan

2019 – 2022

Vision Statement

A community where all people live in safety, with social, emotional and physical well-being, spiritual fulfillment, justice and hope.

Mission Statement

Volunteers of America Greater Baton Rouge is a faith-based, nonprofit organization dedicated to helping individuals and families gain self-reliance, dignity and hope.

We base our plan on the following pillars:

- Branding
- External Partnership
- Infuse Ministry
- Operational Strength and Innovation
- Financial and Organizational Strength

| Pillar | Goal | Strategies | Objectives |
|------------------------------|---|---|--|
| Branding | Build and leverage the Volunteers of America GBR brand. | Maintain and expand awareness of our services to the community. | <p>Create cohesive messaging that can be used internally and externally by all stakeholders by June 2020.</p> <p>Proactively educate and expose local print and electronic media on one event, program or service of the organization at least quarterly.</p> |
| External Partnerships | Develop and expand sustainable individual and corporate partnerships. | Maintain and expand a diverse portfolio of community partners to meet the agency's needs. | <p>Identify and create one new relationship with the following sectors: industry, universities, churches, other nonprofits each year.</p> <p>Board will lead expansion of corporate/individual partners who share our mission by bringing in at least one partner each year.</p> |
| Infusing Ministry | Expand our ministry internally and externally. | <p>Infuse ministry throughout the organization.</p> <p>Cultivate a broader, faith-inspired community.</p> | <p>Engage and cultivate relationships with current and new churches each year to expand their involvement.</p> <p>Actively recruit new ministers within the Affiliate and appoint a permanent Chaplain by June, 2020.</p> <p>Implement a corporate policy by January 2020 that cultivates a culture where the spiritual needs of the people we serve are identified and supported along the continuum of care.</p> |

Approved by the Board of Directors December 11, 2019

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| <p>Operational Improvement and Innovation</p> | <p>Promote operational excellence.</p> | <p>Provide and enhance quality services to the individuals we serve.</p> <p>Identify partnerships to expand housing options for individuals in the communities we serve.</p> | <p>Grow behavioral health services in current locations annually.</p> <p>Move to a service line based organizational structure versus geographic structure by December, 2020</p> <p>Expand current services in veterans, homeless, and children’s services.</p> <p>Create a housing development capacity within the Human Services Corporation.</p> <p>Improve and modify/rehab current housing to increase the number of units available by 2021.</p> |
| <p>Financial and Organizational Strength</p> | <p>Grow organizational and financial strength.</p> | <p>Secure and properly steward financial resources in a way that ensures the long-term financial stability of the entire organization and supports the continuing operation and expansion of our programs and services.</p> <p>Be an employer of choice within our communities.</p> | <p>Hire a full time CFO/Controller to identify and implement agency-level efficiencies in back office administration by March 2020.</p> <p>Conduct an agency-wide evaluation to determine financial and programmatic effectiveness of programs annually.</p> <p>Based on the annual survey, increase by 5% annually, employee perception that the organization treats all employees equally, fairly, consistently, and with respect.</p> <p>Based on the annual survey, increase by 5% annually, employee satisfaction with opportunities for career development.</p> |

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