

# STRATEGIC PLAN 2016-2019

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

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

Pillar	Goal	Strategy	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 2017.</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 at least quarterly.</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>Update and revise the affiliate ministry plan by July 2017.</p> <p>Implement a corporate policy by January 2017 that cultivates a culture where the spiritual needs of the people we serve are identified and supported along the continuum of care.</p>
Operational Improvement and Innovation	Promote operational excellence.	<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>Expand current services in veterans, children's services and HIV/AIDS services annually.</p> <p>Create a housing development capacity within the Human Services Corporation.</p> <p>Improve and modify/rehab current housing to increase the numbers of units available by 2019.</p>
Financial and Organizational Strength	Grow organizational and financial strength.	<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>Identify and implement agency-level efficiencies in back office administration by July 2018.</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>