



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
- Diversity, Equity, and Inclusion

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 educate all staff within the affiliate on the opportunities to become a minister within the organization 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</p>

			identified and supported along the continuum of care.
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, homeless, elderly, 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 2023.</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>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>

<p>Diversity, Equity, and Inclusion</p> <p>Pillar added to plan 1/13/2021</p>	<p>Develop and enhance agency cultural and leadership development</p>	<p>Work to...</p> <ul style="list-style-type: none"> • Increase staff awareness • Enhance leadership knowledge • Be change agents for DEI (internally & externally) 	<p>Complete annual internal assessments Employee surveys Agency SWOT analysis</p> <p>Strategic Action Plan DEI Vision Framework with completion dates (to include Executive Leadership & Senior Management)</p> <p>Division support and coaching Small groups - quarterly team-based learning sessions</p>
---	---	--	--