HEALTHY COMMUNITIES FOR ALL

HORIZON 2026 | STRATEGIC PLAN
WHO WE ARE

MISSION
To offer hope, restore dignity, and transform lives to help people reach their full potential.

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

IMPACT
Volunteers of America supports and empowers those who need help the most, providing them with the opportunity to thrive and achieve their full potential.
DIVERSITY, EQUITY & INCLUSION

We embrace diversity and inclusion through a culture that fosters human dignity and provides the opportunity for personal development and self-fulfillment in the attainment of our mission and goals.

CORE VALUES

We are Volunteers of America Ohio & Indiana. Our culture is defined by our Core Values. We embrace diversity and inclusion through a culture that inspires compassion and guides us in the fulfillment of our mission.

RESPECT + TRUST

We believe in inherent positive intent, individual dignity and the power of teamwork accomplished through the genuine appreciation of diversity of thought.

INTEGRITY

We hold ourselves personally and collectively accountable to do right with transparency, candor, and adherence to ethical principles.

MINISTRY OF SERVICE

We are inspired to meet the diverse emotional, physical and spiritual needs of people with compassion, grace and an open heart.

CREATIVITY & INNOVATION

We embrace a forward-thinking culture responsive to individual creativity, appropriate risk taking, and effective decision making to initiate meaningful changes in our communities.
THE IMPACT
The impact of our work will meet the needs of the future by aligning health, housing, and human services. Our commitment to program excellence will drive equitable access to services to ensure healthy and thriving individuals, families, and communities.

THE FOUNDATION
DIVERSITY, EQUITY & INCLUSION
Value the rich diversity among all people to create a world of greater justice and hope.

THE PILLARS

INNOVATION
Cutting edge ideas for good.

PHILANTHROPY
Culture of philanthropy and strong financial infrastructure.

CULTURE
Recognized employer of choice.

ADVOCACY
Influence and engage others.
WE WILL BOLDLY HELP MORE PEOPLE REACH THEIR FULL POTENTIAL BY INCREASING ACCESS TO OUR PROGRAMS AND SERVICES.
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<td>2. Drive philanthropy and financial sustainability</td>
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<td>4. Implement a dynamic outreach strategy</td>
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**Horizon 2026**
DELIVER AN INTEGRATED MODEL OF CARE

Our mission to offer hope, restore dignity, and transform lives is at the center of everything we do. Our programs and services are how we live out that mission. That is why we will prioritize delivering our systems of care as effectively as possible for every individual.

ACTIONS

A. Enhance equitable and comprehensive models of care using data to inform strategic objectives and decision making.

B. Build community partnerships to collaborate in delivery of care and promotion of our programs and services.

C. Create systems to support our teams working in partnership to deliver shared outcomes.

WE WILL BOLDLY HELP MORE PEOPLE
We will expand our reach and delivery of services to ensure equity and access with a no wrong door approach. Through our services and community partnerships we will meet individual whole person needs and strengthen families and communities.
2

DRIVE PHILANTHROPY
AND FINANCIAL SUSTAINABILITY

Our communities need us to be a reliable partner they can trust to deliver our critical work now and in the future. We maintain that trust by executing our work in a way that ensures the sustainability of our organization. That is why we will prioritize responsibly increasing efficiencies in our financial practices and actively strengthening our philanthropic efforts.

ACTIONS

A. Implement a responsive and streamlined financial system with updated technology and enhanced processes that meet the needs of our complex organization.

B. Foster a culture of philanthropy that grows and diversifies donor support.

WE WILL BOLDLY HELP MORE PEOPLE
We will advance our mission impact to meet the growing needs of the individuals and communities we serve through philanthropy and financial sustainability.
3

SUPPORT A MISSION-DRIVEN TEAM

Strengthening our team means strengthening our impact. Our people make it all happen. The talent, skill, heart and diversity of our employees is what drives our work forward every day. That is why we will prioritize attracting, developing, and retaining top talent across the organization.

ACTIONS

A. Improve employee experience with enhanced opportunities for professional development, personal growth, and interconnection.

B. Prioritize innovation, action, and belonging by building and maintaining a respectful and engaging culture of accountability representative of the communities we serve.

WE WILL BOLDLY HELP MORE PEOPLE
THE IMPACT

We will become a trusted employer of choice by attracting and retaining a dynamic and representative team of talented staff by fostering a collaborative and inclusive culture.
We know our impact grows when all people know about the ways in which we serve and the ways in which they can access and support our vital services. That is why we will prioritize deepening our reach so more people know what we have to offer.

**ACTIONS**

A. Create and implement a comprehensive strategy designed to engage current stakeholders, reach new audiences, and increase community support to ensure equitable access to services.

B. Educate and equip all team members to serve as ambassadors of our vital work in all interactions and in communities we serve.
We will reach underserved individuals and communities to ensure equitable access to services through targeted outreach and engagement.