



Helping America's most vulnerable.™

Volunteers of America

Strategic Plan

2015-2018

Approved by Board of Directors 10/28/2014

Introduction

Volunteers of America of Indiana (VOAIN) is a statewide affiliate of the Volunteers of America. VOA grants affiliation and a great deal of independence to its member organizations, 33 in total, and the network is known for providing services to veterans, ex-offenders, low-income housing, mental health, and seniors. VOAIN has programming in most of the areas of service that VOA national promotes.

The organization, based in Indianapolis, has programs and services that congregate around many of the state's larger cities. In addition to Central Indiana/Indianapolis, the organization has important service sites in Evansville, Fort Wayne, Gary, and Terre Haute. Expansion to other parts of the state is a potential area of growth, be it through new expansion or acquisition/merger.

The Strategic Plan is established with three Strategic Goal Areas identified below. Target dates for completion, assigned responsibility and status are delineated for each action item found within the strategic plan.

1) PROGRAMS

- a. Employment
- b. Social Entrepreneurship
- c. Corrections
- d. Behavioral Health
- e. Veterans
- f. Housing

2) LEADERSHIP/ORGANIZATIONAL ENHANCEMENT

- a. Fundraising
- b. Marketing
- c. Volunteers
- d. Human Resources
- e. Information Technology
- f. Financial Management

3) PROPERTIES AND BUILDINGS

VISION STATEMENT: Volunteers of America of Indiana (VOAIN)

VOA Indiana offers hope, restores dignity and transforms lives for the most vulnerable in our communities by providing holistic, life changing service in order to empower them to live a life of independence and inclusion. |

MISSION STATEMENT: Volunteers of America of Indiana (VOAIN)

Offer Hope...Restore Dignity...Transform Lives....

Volunteers of America is a faith-based organization that provides life changing services to enhance the physical, emotional, spiritual and intellectual needs of individuals by providing counseling, rehabilitation, job placement and residential services. We serve individuals transitioning from the correctional system, the elderly and those dealing with chronic addiction and mental illness. (Circa 2011, website)

IMPACT STATEMENT: Volunteers of America of Indiana (VOAIN)

“VOAIN will be a preeminent service provider to the state’s most hard-to-serve individuals, and will provide the strengths, skills and support to help them succeed to the level of dignified independence they deserve.”

Measures:

- Budget balanced and growing by 15% annually
- Perceived as an opinion and service leader by key constituents
- Possessing a talented, motivated and content employee base
- State wide presence expanding
- Revenues balanced towards goal of 25% from donors and philanthropic sources
- Better connected electronically and utilizing technology as a cutting-edge tool
- Consumer and funding source driven in creating satisfaction
- Relevant opinion and advocacy leader within the funding and service communities, including elected and appointed officials
- Successfully implementing social venture(s) as a means of relevance and revenues

STRATEGIC GOAL 1

PROGRAMS

Employment

- 1 Strengthen and strategically organize the Employment Division of VOAIN, while continuing to implement successful employment models in use
 - a. Ensure programming for employing clients with criminal histories as well as those who do not have a criminal history
- 2 Develop outreach to clients prior to release from prison
 - a. Study feasibility of having a staff member dedicated to Bureau of Prisons clients
- 3 Develop Financially Sustainable model for VOAIN employment programming
 - a. Pre-employment workshops
 - b. Job development/placement
 - c. Job retention
 - d. Training and credentialing opportunities
- 4 Utilize board members in employment strategies for clients
 - a. Build a “network of success” with worksites to highlight positive stories
 - b. Create challenge network for new employers utilizing board connections
- 5 Coordinate with ancillary services to assist client success, including development of partnering opportunities
 - a. Transportation
 - b. Vocational Rehabilitation
 - c. WorkOne
 - d. STRIVE Indy (Significant Training Resulting in Valuable Employment)

Employment: Social Entrepreneurship

- 1 Training of key staff and board in what makes for successful social ventures
 - a. Establish a small task force of staff and lead volunteers to be tasked with review
 - b. Potential connection with Notre Dame Gigot Center and Center for Nonprofit Excellence as well as other schools and nonprofit organizations may assist
- 2 Development, by VOAIN, of specific goals related to its social venture projects, specific to:
 - a. Revenue expectations
 - b. Capital/start-up investments and sources
 - c. Client engagement
 - d. Marketing of the business
 - e. Competitiveness
 - f. Risk assessment
 - g. Net revenue expectations
 - h. Success goals

Corrections

- 1 Continuously monitor Indiana's implementation of HB 1006 (which has significant potential impact on VOA's community based services)
 - a. Have VOAIN in a ready state to provide services as a 'release valve' for offenders who are released 'early' or who are serving sentences in community settings
 - b. Review, on a case-by-base situation, program expansion in other parts of Indiana to address the changing population
 - i. New program developments
 - ii. Program acquisition
 - c. Expand non-residential supervised services for criminal justice-involved clients, pre- and post-release
 - d. Provide training to related organizations and within VOAIN
 - i. Staff training/continuous improvement for VOAIN
 - ii. Training for community corrections leaders
- 2 Provide outreach to federal corrections officials, with specific emphasis in Indianapolis and Evansville
- 3 Continued to develop relationships with Vanderburgh County (Evansville) to be ready as a service provider for local corrections work
- 4 Integrate Family Services into more of the Corrections programming to continue to develop a rounded, family-oriented approach to support clients and market statewide
- 5 Explore development of VOAIN services in non-Indiana sites and in areas where no VOA currently exists
- 6 Assign a task force to monitor the implementation effects of the Affordable Care Act and how it may positively affect treatment options for VOAIN and its clients
 - Develop and implement an improved orientation program for new clients
 - Recommendations to management by end of calendar 2015
 - Develop small teams of VOAIN staff and appropriate partner organizations to review the following potential 'pilot' programs:
 - a. Day Reporting program
 - b. Residential component for particular populations (sex-offender, youth, mentally ill)
 - c. Transition Living with Aftercare
 - d. Explore Bureau of Prison programming outside Indiana
 - a. Social Venture opportunity
 - b. Collaboration with VOA affiliates or non-VOA partners

Behavioral Health

Initial Questions for consideration on Behavior Health

- > *Is there a critical mass of clients/potential clients sufficient to warrant program expansion?*
- > *Will VOAIN be creating a market that is easily accessed by other providers, notably small counseling services, who can afford to enter the market less expensively than VOAIN?*
- > *Will VOAIN be able to find qualified professional staff if business begins to grow faster than can be accommodated by current counseling resource staff?*
- > *Is there sufficient margin with existing revenue streams, to justify the service?*

- 1 Expand Behavioral Health Service to domestic violence affected families, including batterers
- 2 Expand of Behavioral Health Services to Department of Child Services affected families
- 3 Expand into women's residential substance abuse treatment
- 4 Expand into trauma, correctional and otherwise
- 5 Develop alternative to work release for those affected by mental illness in correctional system
- 6 Market VOA as 'best in women's services' to sell curriculum, consulting and training to other providers, other VOAs, and businesses
- 7 Become a panel Behavioral Health provider for private health insurers as a means of revenue expansion
- 8 Increase services for men, focusing on family relationships, trauma & economic stability

Veterans

- 1 Continue to develop successful veterans programming that meets the developing needs of Indiana veterans from a variety of age ranges and conflicts
 - a. Increase community awareness of Veteran's Services, particularly in Indianapolis area
 - b. Explore feasibility of seeking facility space to allow for a food pantry and clothing closet to better serve veterans in Indianapolis
- 2 In communities where VOAIN services are already present, consider importing proven models from one site to another
 - a. Safe Haven operates in Ft. Wayne and might be expanded to Indianapolis or Evansville
- 3 Expand, where appropriate, to communities in Indiana that seek expertise in establishing veterans services for their local constituents
 - a. South Bend/St. Joseph County
 - b. LaPorte County
 - c. Other communities where expansion or acquisition is a possibility
- 4 Seek funding sources that would allow VOAIN to serve a broader ranges of veterans than currently serve

Housing

- > *Is there a critical mass of clients/potential clients sufficient to warrant program expansion?*
- > *Will VOAIN be creating a market that is easily accessed by other providers, notably small counseling services, who can afford to enter the market less expensively than VOAIN?*
- > *Will VOAIN be able to find qualified professional staff if business begins to grow faster than can be accommodated by current counseling resource staff?*
- > *Is there sufficient margin with existing revenue streams, to pay down debt in addition to principal to justify the service?*
- > *Will the program be feasible without creating an overly leveraged balance sheet for the VOAIN?*

- 1 Work towards a portfolio of at least 300 units under VOAIN management.
- 2 Contract with VOA national office to take on management of existing property in Indianapolis, with eventual ownership transfer to VOAIN.
- 3 Review acquisition of HUD owned properties, particularly in Indianapolis.
- 4 Review housing acquisition in Marion, IN, of facility designed for the Veterans' housing.
- 5 Market VOAIN Housing Services as being broadly available community residential services for eligible clients
- 6 Research housing development targeted at those with drug or criminal justice histories, providing not only housing but necessary supportive services

STRATEGIC GOAL 2

Leadership/Organizational Enhancement

External Goals

Fundraising

- 1 Develop a Board training program that will better engage the volunteer leadership in the fundraising program of VOAIN
 - a. Activate board level Development Committee
- 2 Develop three year, comprehensive fund raising strategy to increase fund raising revenues by 30%
 - a. Assess current efforts of VOAIN
 - i. Review giving patterns and current donor base
 - ii. Staffing alignment and efficiency
 - b. Develop strategies for:
 - i. Special events
 - ii. Direct mail
 - iii. Online giving
 - iv. Foundation and business outreach
 - v. Major gifts
 - vi. Legacy or planned gifts
- 3 With involvement across all service lines, develop and implement a communications strategy for VOAIN.
- 4 Determine whether participation in 'mission' visits, along the lines of the Benevon model, might work for VOAIN.
- 5 Continue to develop strong relationships with United Way organizations in areas that have VOAIN, to ensure that programs and changes in United Way positively affect VOAIN, as feasible.
- 6 In collaboration with projects recommended elsewhere in this plan, develop capacities in IT structure to support efforts of the development/fundraising plans
- 7 Develop a feasibility analysis to assess organizational readiness for a capital campaign to raise needed funds for major projects of VOAIN
- 8 Benchmark with successful VOA programs nationally

Marketing

- 1 Activate VOAIN Marketing Committee to help the organization create realistic marketing objectives
 - a. Consider a joint Marketing and Development Committee
- 2 Develop an organization-wide communications strategy that supports marketing, outreach, development, and all other aspects of the organization's efforts
- 3 Train all staff and board volunteers on importance and relevance of Marketing and Fund Raising for VOAIN
- 4 Implement social media and other emerging media plans into programming for VOAIN

Volunteers

- 1 Develop a targeted board recruitment plan that identifies emerging needs and recruits members who reflect the diverse needs of the VOAIN organization
- 2 Develop a needs assessment of various departments about ways the departments would utilize volunteers in their programmatic outreach
- 3 Develop a strategy to address these needs over a three year period of time
 - a. Work relationships with volunteer centers, where appropriate
 - b. Benchmark with other VOA affiliates
 - c. Expand upon successfully implemented VOA program
- 4 Deploy volunteers to fund raising efforts, determining appropriate events or special projects

Internal Goals

Human Resources

- 1 Establish and implement a system of regular/annual performance reviews that assist in staff development and supervisory capacities
- 2 Develop better understanding of current employee turnover rates, to better understand the extent of the problem and create target rate
- 3 Ensure that performance review system connects with VOAIN strategic plans
- 4 Conduct a comparative wage analysis with other VOAs and organizations in Indiana to determine current competitiveness of VOAIN wages and benefits
- 5 Continue to monitor appropriate and attractive benefits that assist with staff retention
- 6 Benchmark with other VOA affiliates on HR best practices

Information Technology

- 1 Develop an ad hoc IT committee to review IT needs organization wide
- 2 Create a plan for a three year implementation of IT upgrades, including budget (capital request) and installation
- 3 Review and consider collaborative possibilities with other local nonprofit entities for IT services
- 4 Seek grant funding for technology plan implementation

Financial Management

- 1 Implement a system of financial reporting and information that assists VOA management and board to best move the organization forward with financial acumen and responsibility
 - a. Consider CFO position reestablishment, perhaps on a part-time basis
 - b. Develop measure to improve communication and trust from accounting dept. to other departments
 - c. Successfully manage reporting requirements for expansion that comes from Medicaid
 - d. Ensure proper balance of transparency to assist staff to make decisions for programs
- 2 In collaboration with VOA HQ, review position description for CFO
- 3 Develop budgetary involvement methods for staff leaders of programs and create performance incentives around budget targets
- 4 Implement a financial management 'dashboard' to show key indicators to staff and board

Ministry

- 1 Develop simple assessment for all clients, staff, board and other volunteers that allows them to identify when spiritual guidance might be a helpful component of their service plan
- 2 Expand upon any existing measures in place to ensure that clients who are not interested in sharing spiritual needs are provided the same level of all other services, to ensure that the organization protects its ability to serve all clients regardless of faith tradition
- 3 Determine feasibility of having full time Chaplain for VOAIN

STRATEGIC GOAL 3

Properties and Buildings

- 1 Develop a master overview of all current properties under management of VOAIN
 - a. Identify high level needs for capital improvements
 - b. Identify risks
 - c. With Board and development staff, begin the process of outlining a needs assessment and capital improvement plan for a ten year implementation, or as appropriate
 - d. Assign a task force to complete a Cost-Benefit analysis for Brandon Hall
- 2 Ready the VOAIN to take leadership for VOA national housing that is operated in Indianapolis
- 3 With support of fund raising development efforts, utilize data to develop a capital campaign needs assessment