

VOA HEALTHY COMMUNITIES FOR ALL

Putting our faith into action for healthy
and thriving individuals, families, and
communities.



STRATEGIC PLAN UPDATE

2025-2028



DEAR FRIENDS AND FAMILY,

Since our founding as a faith-based ministry of service almost 130 years ago, Volunteers of America has weathered many storms. World wars, the Great Depression, and countless social changes failed to deter us from our mission of serving those most in need. Our resilience, rooted in faith, remained a constant through the decades and continues to be the bedrock of our foundation. This work is an expression of our faith in action.

Today is no different. Communities face a great many challenges, and the path forward for many of our service areas remains in flux. At the same time, those we serve come to us with needs as significant as any time in our history.

Our 2025-2028 strategic plan, outlined on the following pages, shares a vision for a sustainable, resilient future, which first and foremost supports the wild success of VOA's affiliates. Our affiliates are the hands of our ministry, bringing our work to life and delivering our mission to communities in need. This strategic plan continues our 10 year vision of "Healthy Communities for All," focused on ensuring all individuals with complex social and health needs receive the holistic support they need to flourish.

We built this new strategic plan around four key priorities that will allow us to adapt, innovate, and lead during these times of uncertainty:

- **Investing in resilient, future-ready affiliates**
- **Accelerating technology, data and AI integration**
- **Reframing our value and brand**
- **Integrating services for those with complex needs**

This plan will allow VOA to not only weather the current storm, but to emerge as a stronger, more resilient organization for years to come. Together, we will move forward in faith, ensuring that those we serve not only receive the services they need today, but will continue to flourish well into the future.

In service,



Mike King

*National President & CEO
Volunteers of America*



"Be strong and courageous. Do not be afraid; do not be discouraged, for the Lord your God will be with you wherever you go."

Joshua 1:9

MISSION FORWARD: AMPLIFYING OUR VALUE

A strong and resilient community-based health, housing, and human services sector that delivers on its promises and creates measurable value is fundamental to healthy people, healthy communities, and a healthy economy.

Volunteers of America exemplifies this by putting our faith into action through compassionate, professionally delivered human services that uplift and strengthen communities – turning community investment into measurable results.

Over the next 3 years, Volunteers of America will amplify its impact by strengthening affiliate resilience, expanding integrated services for people with complex needs, increasing our advocacy, and accelerating technology integration to deliver community results.





WE'RE ON A MISSION TO BUILD HEALTHY COMMUNITIES FOR ALL

OUR 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.

OUR VISION

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

IN 450+ COMMUNITIES 

ACROSS 47 STATES, WASHINGTON D.C. AND PUERTO RICO

 **SERVING 2 MILLION PEOPLE EVERY YEAR**

SUSTAINED
UNCERTAINTY

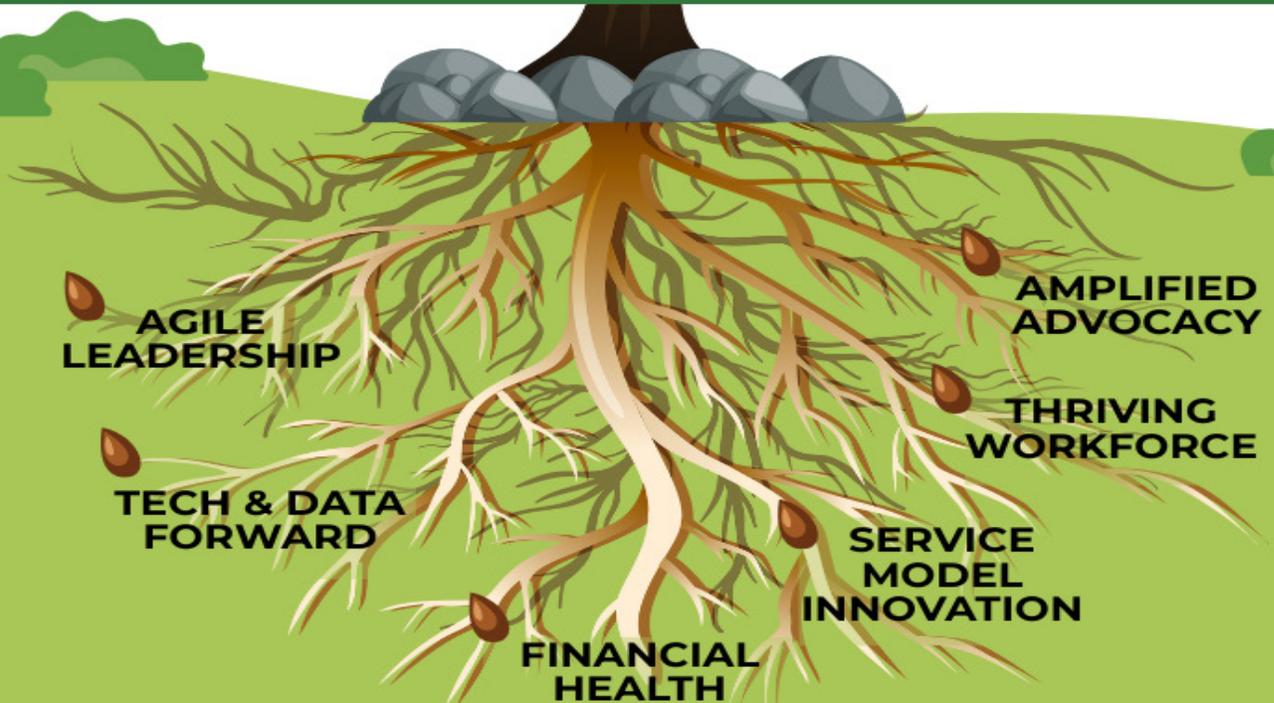
CHANGING
SECTOR
DYNAMICS

EVOLVING
SERVICE
LANDSCAPE

INCREASING
COMMUNITY
NEEDS



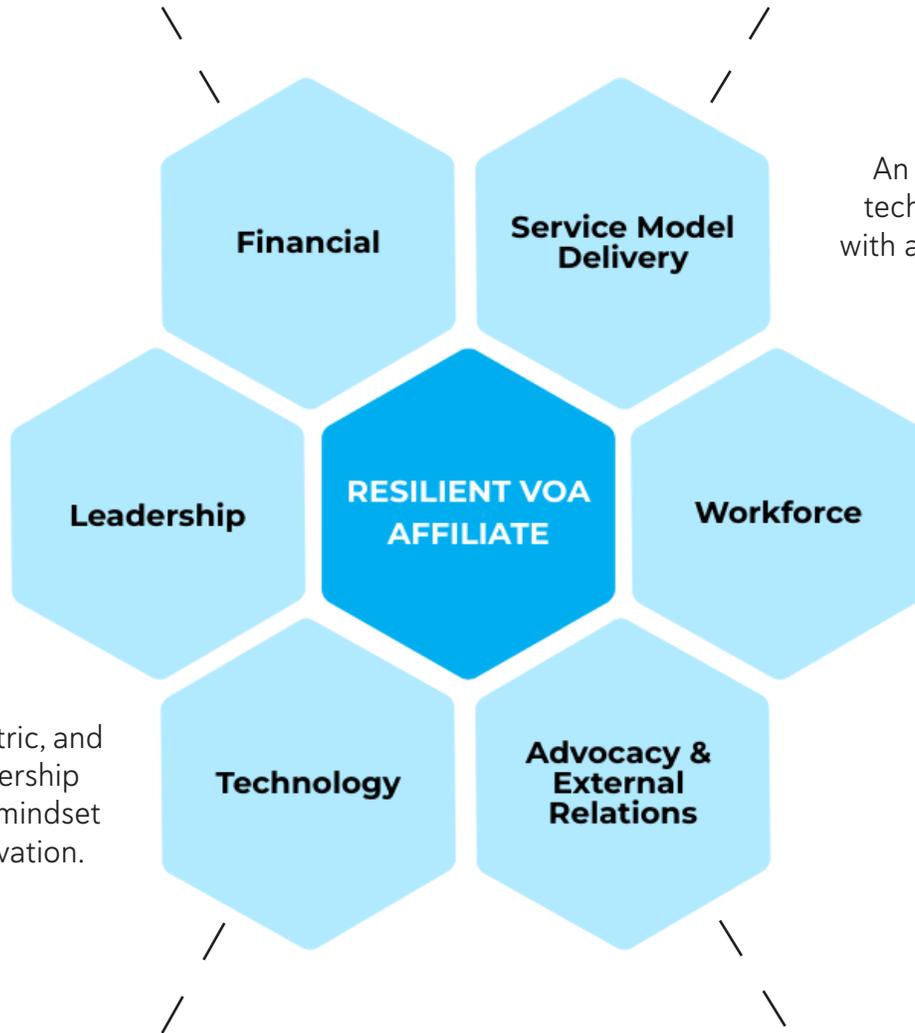
**RESILIENT, FUTURE FORWARD
AFFILIATES, ROOTED IN
MISSION AND FAITH**



EMBEDDING RESILIENCE INTO OUR WORK AT EVERY LEVEL

Maintains strong financial health through reserved cash and a disciplined, value-based approach, strategically optimizing its service portfolio and leveraging opportunities for growth.

Delivers integrated, whole-person care and is recognized as a data-driven, quality-focused solution provider in the community.



An employer of choice, technology empowered, with a flourishing workforce and ministry.

Agile, customer-centric, and faith-inspired leadership with an abundance mindset that activates innovation.

Strategically invests in and optimizes its technology infrastructure, ensuring robust cybersecurity while embracing innovation through AI experimentation.

A recognized community thought-leader and advocate, connected to a strong national brand.



STRATEGIC PILLARS

1

Investing in resilient, future forward affiliates anchored in mission and faith.

2

Accelerating strategic technology, data and AI integration to enhance client and staff experience.

3

Reframing the value we deliver to strengthen local and national advocacy.

4

Expanding services for individuals with complex needs.

1

Invest in resilient, future forward affiliates anchored in mission and faith.

Cultivate thriving, sustainable, and adaptable affiliates deeply rooted in mission and faith, ready for new business with market driven financial models, strategic resource investment and capacity building.

STRATEGIES

1. Expand overhead efficiency models (e.g., benefits, insurance, shared talent) across affiliates.
2. Provide real time analysis and support of affiliate financial performance, including value based ready resources.
3. Build robust national office reserves, growing annually through positive margin financial performance.
4. Implement innovation capacity building tools with a strong focus on Customer Centricity to measurably enhance impact, efficiency, and sustainability.
5. Support leadership resilience (including psychological wellness) and the health and impact of the local ministries they lead.





Accelerate strategic technology and AI integration to enhance client and staff experience.

2

Strategically integrate emerging technologies, including AI, to measurably improve organizational competitiveness, resilience, and the rate of innovation adoption across affiliates.

STRATEGIES

1. Provide technology strategic planning consulting support to affiliates focused on platform standardization, policy alignment and systems optimization.
2. Leverage VOA Data Central to generate data-driven narratives that enhance competitiveness and demonstrate impact and value.
3. Implement cybersecurity minimum standards with comprehensive transition support, including risk assessment tools and technical assistance.
4. Grow AI capability by promoting AI literacy, funding pilot projects, and showcasing successful use cases.
5. Cultivate national partnerships with tech leaders to access innovation and secure philanthropic resources like software grants and funding.

3

Reframe the value we deliver to strengthen local & national advocacy & branding

Through compelling data and stories, we will cultivate public and private sector stakeholder relationships that position us for the opportunities that come with systemic change.

STRATEGIES

1. Implement a coordinated federal advocacy agenda for priority service lines, with national leadership and local support (National-Local).
2. Equip affiliates with adaptable resources to enhance local advocacy efforts (Local-National).
3. Proactively elevate our national and local thought leadership on key issues and strengthen the coordination of strategic relationships to elevate our voice.
4. Implement an intentional national brand architecture ('hybrid architecture') that strengthens a consistent national brand through proactive media outreach, shared brand identity and reputation management.
5. Prioritize national corporate fundraising opportunities (coordinated with affiliates) and provide focused local capacity building for affiliates with the largest fundraising opportunity gap potential.





Expand integrated services for individuals with complex needs.

4

To expand our service continuum for individuals with complex needs – a core strength deeply rooted through being ‘in community’ – by strategically replicating delivery models through national collaboration, data, and shared learning.

STRATEGIES

1. Develop 2-3 key integrated, whole-person service delivery models, establishing national guidelines, capital and support for their development and replication across affiliates.
2. Provide market intelligence and an VOA wide ‘internal consultation corps’ for service lines ready for expansion and replication.
3. Prioritize national partnerships with multimarket Medicaid plans and health systems to expand access to integrated services.
4. Develop national Electronic Health Record (EHR) data standards to improve data sharing and analysis and provide technical assistance for EHR optimization.
5. Foster a ‘radically networked’ organization to accelerate the sharing of knowledge, best practices, and innovative service delivery models.

TOGETHER, WE CAN BUILD HEALTHY COMMUNITIES FOR ALL

To learn more or explore partnership opportunities, please contact:

ROBERT GIBSON

EVP, Chief Strategy & Innovation Officer



VOA.ORG

VOLUNTEERS OF AMERICA NATIONAL OFFICE
1660 DUKE STREET
ALEXANDRIA, VA 22314