

Volunteers of America Colorado Branch

Aspiration: Volunteers of America is the Best at Transforming the Lives of America's Most Vulnerable

FY 2015 & 2016 Strategic Plan - Pillar 1 – Strengthen Financial Capacity

Goal:

Volunteers of America ensures its future through a culture of stewardship.

Objective:

Become better capitalized and capable to bear the financial risk of achieving the outcomes we seek for those we serve.

STRATEGIES	BENCHMARKS	ACTION STEPS
<ul style="list-style-type: none"> ▪ Increase, diversify and strengthen fundraising results. 	<p>DEVELOPMENT:</p> <ul style="list-style-type: none"> ▪ Expand personal contacts with individual major donors through direct contact 	<ul style="list-style-type: none"> ▪ Develop cultivation plans for major individual donors including the development and implementation of a survey to identify what interests our existing donors and why they donate to the organization.
	<ul style="list-style-type: none"> ▪ Personalize relationships with foundation and corporate partners utilizing Corporate Board members supported by key staff 	<ul style="list-style-type: none"> ▪ Create personal donor cultivation plans for members of the Corporate Board, key volunteers and executive staff members ▪ Strengthen planned giving program to secure bequests starting with Corporate Board member and longtime volunteers, current major donors and key staff ▪ Create small group immersion experiences for potential and existing donors and funders. One hour tour with clients speaking – no ask.
	<ul style="list-style-type: none"> ▪ Increase corporate giving 	<ul style="list-style-type: none"> ▪ Meet with major donors to determine their key areas of interest, and create a plan for informing, motivating and securing increased gifts ▪ Continue to recruit Board Members for major corporations with their headquarters in Colorado. ▪ Host “lunch and learn” opportunities on site at companies where employees can come learn of the VOA services and volunteer opportunities.

FY 2015 & 2016 Strategic Plan – Pillar 2 - Build and Leverage Brand

Goal: Volunteers of America engages the citizens of Colorado in our Mission.

Objective: Effectively communicate internally and externally in such a way as to increase the number and level of commitment of employees, volunteers, and donors.

STRATEGIES	BENCHMARKS	ACTION STEPS
<ul style="list-style-type: none"> ▪ Effectively inform and engage internal audiences. 	<p>MARKETING AND COMMUNICATIONS:</p> <ul style="list-style-type: none"> • Evaluate effectiveness of Internal Marketing methods and identify new ways to communicate with internal audiences 	<ul style="list-style-type: none"> ▪ Modify <i>The View</i> and the use of social networks to improve communication with internal audiences: staff, board; and volunteers ▪ Provide opportunities for Board Members to easily utilize their professional and personal Networks to support the work of the Volunteers of America by bundling teasers with Facebook/Twitter/Linked In. ▪ Research and create short 1 to 2 minute videos for YouTube with a directed message at the end
<ul style="list-style-type: none"> ▪ Expand branding campaign to maximize and leverage National efforts. 	<ul style="list-style-type: none"> ▪ Conduct a Study of local non-profits with outstanding branding campaigns to identify what has worked in the Colorado market ▪ Coordinate with National VOA Branding efforts 	<ul style="list-style-type: none"> ▪ Meet with the Denver Rescue Mission; Food Bank of the Rockies; Red Cross; United Way and ARC to identify best practices and advertising “dos and don’ts” ▪ Institute a Board Marketing and Public Relations Committee ▪ Develop a local advertising plan to include actual cash expenditures to build on the national media buys

STRATEGIES	BENCHMARKS	ACTION STEPS
		<ul style="list-style-type: none"> ▪ Incorporate National VOA Branding strategies into local marketing materials, website and program information ▪ Develop and implement a strategy to increase the number of individuals accessing the information on Volunteers of America Blog ▪ Target Colorado elected officials at all levels of government to raise their awareness of the programs and services of the Volunteers of America in Colorado

FY 2015 & 2016 Strategic Plan – Pillar 3

Strengthen and Grow External Relationships and Partnerships

Goal: Volunteers of America becomes the “Go To” organization with which to partner throughout Colorado.

Objective: Effectively communicate the benefits of civic engagement through partnership with Volunteers of America in order to make a real difference in the community.

STRATEGIES	BENCHMARKS	ACTION STEPS
<ul style="list-style-type: none"> ▪ Retain and expand the number of partnerships worthy of A-List membership. 	<p>MARKETING AND COMMUNICATIONS:</p> <ul style="list-style-type: none"> ▪ Maximize existing relationships and partnerships 	<ul style="list-style-type: none"> ▪ Convey concierge benefits of A-List membership to businesses and corporations currently listed ▪ Identify the individual goals and objectives for each A-List member and implement a strategy to address their unique characteristics ▪ Invite A-List Companies to attend various donor recognition events throughout the year including: Annual Awards reception, Holiday party and any appropriate donor recognition events. ▪ Recruit Board Members from A-List Companies ▪ Explore internal strategies/methods (across Divisions) of giving A-List members additional acknowledgement of their contribution and service

FY 2015 & 2016 Strategic Plan - Pillar 4

Demonstrate Programmatic & Operational Excellence

Goal 1:

Objective 1: Position Volunteers of America to be in the forefront of best practices and outcome driven services.

STRATEGIES	BENCHMARKS	ACTION STEPS
Goal 1: Objective 1 ▪ Position Volunteers of America to be in the forefront of best practices and outcome driven services.	RESIDENTIAL, YOUTH AND EMERGENCY SERVICES: <ul style="list-style-type: none"> • Pursue accreditation through one of three primary national accrediting organizations 	<ul style="list-style-type: none"> • Select accreditation agency, prepare and complete process.
	<ul style="list-style-type: none"> • Using best practices involving consumers, develop methods of obtaining input/feedback/ideas. 	<ul style="list-style-type: none"> • Develop population-specific advisory / focus groups to inform service provision
	NUTRITION SERVICES: <ul style="list-style-type: none"> • Become a major service provider through community partnerships to help individuals maintain health and independence 	<ul style="list-style-type: none"> • Provide meals and health related service programs at current and new community locations and partnerships • Provide meals as a preferred provider in a coordinated community effort for individuals transitioning from hospital and/or care facilities back to their homes

STRATEGIES	BENCHMARKS	ACTION STEPS
	<ul style="list-style-type: none"> Increase outreach to local community/neighborhoods where current dining sites are located within the Seniors' Nutrition Congregate Program 	<ul style="list-style-type: none"> Create and distribute informational fliers specific to individual sites to neighborhood communities near those sites
	<ul style="list-style-type: none"> Implement new kitchen technological opportunities and equipment to improve the production process in Meals on Wheels 	<ul style="list-style-type: none"> Conduct on a trial/pilot basis a heat seal packaging system for select routes Track new system side by side with current production procedures and systems to determine viability of future change and receive feedback from clients
	<p>AFFORDABLE HOUSING:</p> <ul style="list-style-type: none"> Promote uniform practices between VOACO and VOA National Affordable Housing, Inc. 	<ul style="list-style-type: none"> Portfolio wide training to align with VOA National Service, Inc. Education requirements for all housing staff
	<ul style="list-style-type: none"> Communicating VOA Housing Principles to all staff and educating them to the need for service enriched housing and the commitment to quality 	<ul style="list-style-type: none"> By Utilizing the team's unique contributions from recent team building experiences for each site, keep staff focused on their passions through weekly staff meetings and constant reminders of team goal.
	<ul style="list-style-type: none"> Work in partnership with VOA National Services to develop additional affordable housing in Colorado 	<ul style="list-style-type: none"> Identify populations of greatest need for affordable supportive housing and prioritize for future development activity

STRATEGIES	BENCHMARKS	ACTION STEPS
	<p>NORTHERN COLORADO:</p> <ul style="list-style-type: none"> ▪ Update all program descriptions, outcomes, and evaluation plans using a program logic model 	<ul style="list-style-type: none"> ▪ Develop process, training, and forms ▪ Apply process to all programs
<ul style="list-style-type: none"> ▪ Position Volunteers of America to be in the forefront of best practices and outcome driven services. 	<p>SOUTHWESTERN COLORADO:</p> <ul style="list-style-type: none"> • Update all program descriptions, outcomes, and evaluation plans using a program logic model 	<ul style="list-style-type: none"> ▪ Develop and implement clear program goals, outcomes and evaluation plan using a program logic model. Apply process to the Southwest Safehouse, Durango Community Shelter, and GPD Transitional Housing programs.
	<ul style="list-style-type: none"> ▪ Enhance the provision of regional veteran services by VOA and other service providers 	<ul style="list-style-type: none"> ▪ Create and implement an effective regional services model for the Back Home Program (SSVF) and the GPD Veteran Transitional Housing program in SWCO, serving six rural counties (La Plata, San Juan, Dolores, Montezuma, Archuleta, Hinsdale) and three Tribal Reservations (Southern Ute, Ute Mountain Ute, Navajo).
	<p>INFORMATION TECHNOLOGY:</p> <ul style="list-style-type: none"> ▪ Centralize data and communications for all programs 	<ul style="list-style-type: none"> ▪ Explore differences between Denver server vs. Cloud-based access for data files ▪ Explore centralized internal communications (Intra-Net) ▪ Implement Service Point in all Colorado programs
	<ul style="list-style-type: none"> ▪ Update hardware, software and reporting features 	<ul style="list-style-type: none"> • Compare available accounting, HR, etc. packages for in-house server vs. cloud-based or out-sourced vendor. ▪ Determine if other options provide increased efficiencies

STRATEGIES	BENCHMARKS	ACTION STEPS
<ul style="list-style-type: none"> ▪ Position Volunteers of America to be in the forefront of best practices and outcome driven services. 	HUMAN RESOURCES: <ul style="list-style-type: none"> ▪ Review current salary ranges 	<ul style="list-style-type: none"> • Review market salary range data on benchmark positions • Propose adjustments to salary ranges to ensure market competitiveness
	<ul style="list-style-type: none"> • Create a leadership training program 	<ul style="list-style-type: none"> • Develop a sustainable training program that enhances leadership skills • Implement the approved leadership training program.

FY 2015 & 2016 Strategic Plan - Pillar 4
Demonstrate Programmatic & Operational Excellence

Goal 2:

Volunteers of America successfully responds to opportunities for strategic program growth and expansion.

Objective 2:

Volunteers of America acts to meet unmet needs within the communities it serves.

STRATEGIES	BENCHMARKS	ACTION STEPS
<ul style="list-style-type: none"> ▪ Respond to unmet needs within Colorado with creative solutions and innovative programming. 	<ul style="list-style-type: none"> • Volunteers of America is recognized as the largest and most effective organization serving homeless veterans in Colorado 	<ul style="list-style-type: none"> • Establish a VOA Veteran’s Center where greater Denver Veterans’ Services to homeless or near homeless Veterans and their families can be consolidated • Partner with other Veteran Serving organizations and the Veteran’s Administration to provide coordinated services to Veteran’s and their families
	<ul style="list-style-type: none"> • Volunteers of America increases Early Childhood Education services to low-income families residing in Southwest Denver. 	<ul style="list-style-type: none"> • Build an Early Childhood Education Center at 5000 W. Alameda with the capacity to serve up to 170 children • Identify and secure diverse funding sources to support the Early Childhood Education services to be provided at the new center

FY 2015 & 2016 Strategic Plan - Pillar 5
Grow the Ministry of Service to be Vibrant and Infused

Goal:

Uplift all people and bring them to the knowledge and active service of God.

Objective:

Illustrate the presence of God through all that we do, serve people and communities in need and create opportunities for people to experience the joy of serving others.

STRATEGIES	BENCHMARKS	ACTION STEPS
<ul style="list-style-type: none"> ▪ Engage employees, board members and volunteers as members or ministers. 	<ul style="list-style-type: none"> ▪ Increase awareness of who local affiliate ministers are to staff , local board members and agency partners 	<ul style="list-style-type: none"> ▪ Feature ministers in the Ministry Matters Newsletter ▪ Create and distribute a ministerial brochure for all affiliate staff and board members with local minister’s biographies, contact information, and service availability
	<ul style="list-style-type: none"> ▪ Provide services at the administration building open to all affiliate staff. 	<ul style="list-style-type: none"> ▪ Pilot services at the administration building open to all affiliate staff.