



Volunteers
of America®

MINNESOTA AND WISCONSIN

HEALTHY COMMUNITIES FOR ALL

2025–2028 STRATEGIC PLAN



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A MESSAGE FROM LEADERSHIP

Dear Friends and Partners,

As we present our new Strategic Plan, we are filled with a sacred sense of purpose and optimism. We launched this planning process by listening intently to the wisdom and guidance of more than 200 Volunteers of America Minnesota and Wisconsin (VOA MN/WI) stakeholders. Together, we looked at a host of BIG questions.

The overwhelming feedback was that VOA MN/WI is an essential yet complex organization with highly valued competencies and resources. Our opportunity is to knit these together in new and unique ways to serve the whole person. Our new Strategic Plan provides us with a North Star for the next four years on this journey.

Our mission remains steadfast: to help people build hope, resilience, and well-being through the integration of health, housing, and human services. This plan is a recommitment to our unwavering dedication to foster safe and stable homes, healthy minds and bodies, access and opportunities, and community belonging and social connectedness.

Our vision is clear: healthy communities for all. This vision is not just an aspiration; it is a call to action for us to work tirelessly, in partnership with our community, to create environments where everyone can live healthy, fulfilling lives.

Our core values—compassion, integrity, and perseverance—remain at the heart of everything we do. *Compassion* drives us to see, hear, and stand with those we serve. *Integrity* ensures that our actions consistently align with our words. *Perseverance* propels us to tap into our passion and purpose, enabling us to overcome challenges and create lasting change. These lived values guide our interactions with those we serve, our partners, and each other, and will be essential as we navigate this transformative period.

Our strategic pillars aim to strengthen our capacity to:

1. Center Our Community Impact on Integrated Whole-Person Services
2. Invest In Our Workforce, the Hands and Heart of Our Mission
3. Strengthen Our Capacity as a Financially Sustainable, Future-Focused Organization
4. Amplify Our Impact Through Partnerships, Advocacy, and Fundraising

We recognize that achieving lasting impact demands an unwavering commitment to diversity, equity, inclusion, and belonging (DEIB). We recommit to co-creating a more equitable society and a vibrant workplace.

We invite you to join us in this important work and we thank you for your continued support and partnership.

With gratitude and optimism,

Julie Manworren, President & CEO

Melissa Bayne, Board Chair

THE NEED FOR TRANSFORMATION

CO-CREATING HEALTHY COMMUNITIES FOR ALL

Quality care and mental health services

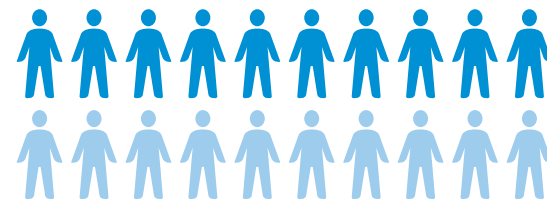
50% increase in behavioral health challenges since the pandemic

1.9x greater likelihood for someone living with a mental illness to have other unmet health needs

75% of healthcare costs are for issues that medical treatment alone can't solve

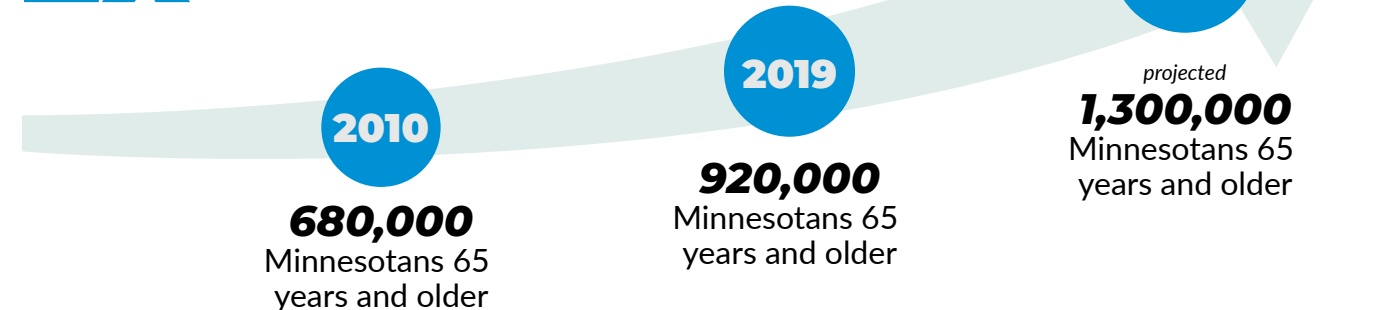
Affordable and stable housing

50% of all Minnesota renters find housing unaffordable



Advocacy and access to care for older adults

2x growth in the number of Minnesotans 65+ from 2010 to 2030



Support for those transitioning to community after incarceration

Individuals who have recently been released from correctional settings are **40x** more likely to die of an opioid overdose than other Minnesotans

MISSION

We help people build hope, resilience, and well-being through the integration of health, housing, and human services

VISION

Healthy communities for all

VALUES



COMPASSION

See, hear, and stand with those whom we walk alongside



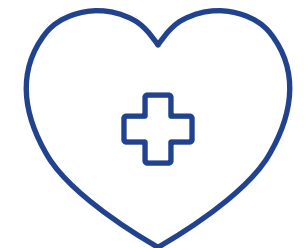
INTEGRITY

Act in congruency, ensuring our actions match our words



PERSEVERANCE

Tap into passion and purpose to overcome challenges



HEALTH



HOUSING



HUMAN SERVICES

LEVERAGING OUR CORE CAPABILITIES TO MEET THE NEEDS OF THE FUTURE



SPIRITUAL CARE

We seek to affirm everyone's approach to finding their deeper connection with what they consider sacred, that which fuels their sense of purpose and meaning. By helping people draw upon values, practices, and beliefs that foster healing and integration, spiritual care is an essential element in honoring the whole person's inherent dignity (body-mind-spirit).



CENTERING DEIB

Diversity, Equity, Inclusion and Belonging (DEIB) Commitment

Our mission and values call us to act in the face of oppression and to promote inclusion and belonging, striving to create a more equitable society and vibrant workplace.

Our Commitments in Action

We are dedicated to fostering an inclusive environment where diverse perspectives are valued, equity is prioritized, and a sense of belonging is cultivated for all.

OUR STRATEGIC PILLARS

Strengthen Our Capacity to Further Our Impact

THE IMPACT

The impact of our work will meet the needs of the future by aligning health, housing, and human services. By weaving together these essential elements, we aim to address the complex needs of our community in a more comprehensive and transformative way.

THE PILLARS



Center Our Community Impact on
Integrated Whole-Person Services



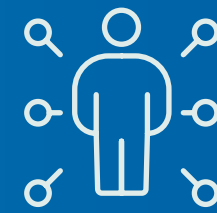
Invest In Our Workforce, the Hands and
Heart of Our Mission



Strengthen Our Capacity as a Financially
Sustainable, Future-Focused Organization



Amplify Our Impact Through
Partnerships, Advocacy, and Fundraising

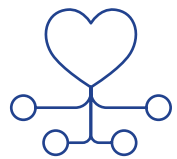


Center Our Community Impact on Integrated Whole-Person Services

OBJECTIVE

We will invest in and develop service delivery strategies and structures that integrate health, housing, and human services.

STRATEGIES



Advance access to the right care, right time, right setting with no wrong door by aligning organizational structure, processes, and technology.



Center equity in our work.

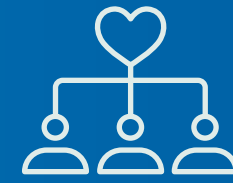


Develop an integrated continuum of care approach, anchored in our expertise in providing health, housing, and care coordination for people with complex needs.



THE IMPACT

Prioritizing integrated whole-person services provides individuals and families with comprehensive, coordinated support, leading to improved health outcomes, increased housing stability, and enhanced economic self-sufficiency. This holistic approach addresses multiple facets of well-being simultaneously, fostering long-term resilience and stability within the community.



Invest In Our Workforce, the Hands and Heart of Our Mission

OBJECTIVE

We will offer a vibrant, purpose-led work environment that attracts and retains talent.

STRATEGIES



Advocate for policies and program funding that improves our ability to provide compensation and benefits that employees value.



Cultivate future leaders through a robust employee development program and explicit career track opportunities.



Cultivate a diverse, inclusive workplace through intentional DEIB action, championing practices and policies.



THE IMPACT

By investing in our workforce, we enhance the skills, well-being, and motivation of the compassionate and dedicated individuals who deliver critical services, leading to improved outcomes for the communities we serve. This commitment fosters a supportive work environment, driving excellence in service delivery and increasing overall organizational effectiveness.

3

OUR STRATEGIC PILLARS CAPACITY & INNOVATION



Strengthen Our Capacity as a Financially Sustainable, Future-Focused Organization

OBJECTIVE

We will strengthen our financial position and infrastructure to invest in our people, facilities, capacity, and growth.

STRATEGIES



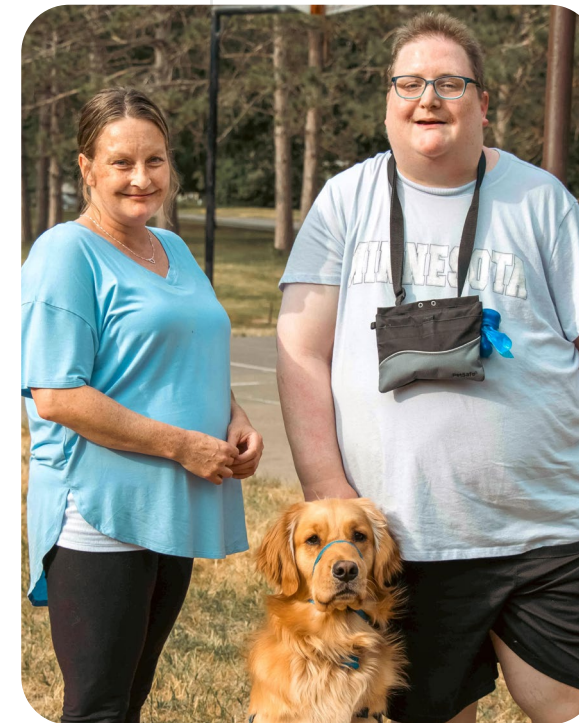
Implement financial sustainability initiatives to increase cash position to invest in workforce and infrastructure.



Advance a business development strategy that maximizes impact and grows margin.



Maximize operating efficiency and effectiveness.



THE IMPACT

Strengthening our capacity as a financially sustainable, future-focused organization ensures long-term stability and resilience, enabling us to consistently deliver high-quality services and adapt to emerging needs. This focus enhances our ability to plan for the future, invest in growth opportunities, and effectively respond to the evolving challenges and opportunities within the communities we serve.

4

OUR STRATEGIC PILLARS PHILANTHROPY & ADVOCACY



Amplify Our Impact Through Partnerships, Advocacy, and Fundraising

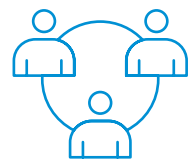
OBJECTIVE

We will expand our community impact and drive systemic change.

STRATEGIES



Build partnerships to advance and advocate for services, policies, and funding that support systems change and healthy communities for all.



Develop our brand recognition as a person-centered, equity-driven organization.



Connect, engage, and inspire the community to invest in hope filled lives.

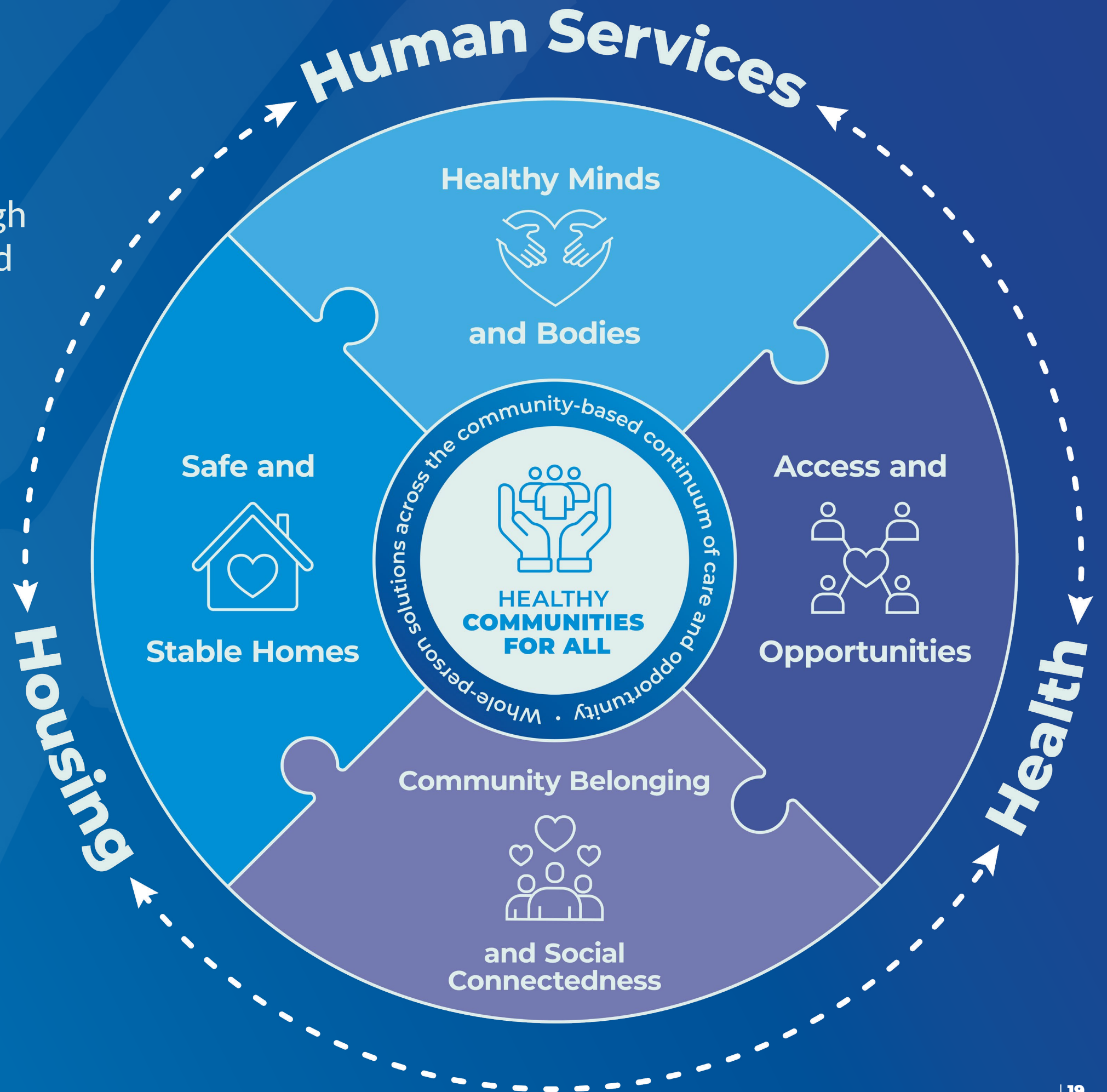


THE IMPACT

Amplifying our impact through partnerships, advocacy, and fundraising expands our reach and influence, allowing us to mobilize resources and support for greater community outcomes. By forging strategic collaborations and advocating for our mission, we enhance our ability to address pressing issues and secure the necessary funding to sustain and grow our services and impact.

LEAD WITH IMPACT

We build healthy communities through the integration of health, housing, and human services to help people and communities build hope, resilience, and well-being. By co-creating whole-person solutions across the community-based continuum of care and opportunity, we foster safe and stable homes, healthy minds and bodies, access and opportunities, and community belonging and social connectedness.





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