



STRATEGIC PLAN
FY25-FY27

Renewal

Revitalizing Communities *for* Thriving Futures



OUR HISTORY

Volunteers of America National Services (VOANS) is a subsidiary of Volunteers of America, Inc. (VOA), one of the nation's largest faith-based human services organizations. VOA was founded in 1896 by social reformers Ballington and Maud Booth with the mission to reach, uplift, and serve those in need. The founding mission continues to be fulfilled today. From unhoused veterans, to seniors and families in need, to at-risk youth, individuals returning from prison, and those recovering from addiction, VOA is transforming lives by improving the health, happiness, and stability of communities across the nation.

VOANS was established to provide quality affordable housing and healthcare services to further support people facing challenges due to income, age, and physical or mental disability, with a specific focus on seniors. VOANS is one of the few organizations with a proven track record for providing compassionate, service-enriched housing, nursing care, assisted living, and the program for all-inclusive care for the elderly (PACE).

MISSION

We positively impact the lives of diverse individuals through affordable housing and compassionate care.

VISION

Communities where everyone has the housing and services they need to flourish where they live.

STATEMENT OF INTENT

VOANS is committed to supporting healthy and thriving individuals, families, and communities by providing high-quality housing and healthcare solutions integrated with resident-centered services that meet the needs of each person and the communities served.

Dear Friends,

I'm delighted to share our 2025-2027 Strategic Plan for Volunteers of America National Services. Over the past few years, VOANS has weathered through the COVID-19 pandemic, workforce challenges, and increasing costs that continue to impact our nation. Recognizing these challenges, our overarching theme for this strategic plan is Renewal—our dedication to revitalizing our approach and reinvigorating our mission in the face of evolving challenges and opportunities.

The concept of Renewal embodies our commitment to refreshing and aligning VOANS around a mission that enhances the VOA Healthy Communities for All vision. It signifies our determination to reimagine the link between health, housing, and human services; embrace new technologies; and leverage the diversity of our programs and services to find innovative approaches that expand our positive impact.

As a faith-based organization, we believe that all people should have access to services that support safety; social, emotional, and physical well-being; and spiritual fulfillment. Our faith is the motivation by which we serve those in our care.

As the Chief Operating Officer, I am deeply passionate about ensuring that VOANS continues to be a beacon of hope and healing for those in need. Over the next few years, we will move forward with the spirit of Renewal. I am confident that VOANS will continue to be a trailblazer in the healthcare and social services landscape, leveraging our unique strengths to make a meaningful impact on the well-being of the communities we serve. Together, we will work towards realizing our vision of communities where everyone has the housing and services needed to thrive.

I invite you to join us on this transformative journey as we work together to build a healthier, more equitable future for all.

Sincerely,



David Nisivoccia
Executive Vice President & COO



Nancy Rase
VOANS Board Chair

STRATEGIC PRIORITIES

Our pillars serve as our priorities and provide direction on how we will achieve our vision. We are building healthy communities for all by:





1 Building a Financial Foundation for Resilience and Growth

We operate from a resilient financial foundation that enables us to stabilize, sustain, strengthen, and expand our mission through smart growth, investing in our workforce, physical assets, technology, and innovation.

STRATEGIES

- a. Safeguard the mission by improving margins, optimizing operational efficiency, and building reserves.
- b. Build a robust fundraising strategy to engage major donors, foundations, and corporate partners.
- c. Establish a rigorous decision-making framework to evaluate potential expansion opportunities based on mission alignment, financial viability, risk assessment, and market analysis.
- d. Foster a culture of innovation by establishing systems that encourage ideation, experimentation, learning, and the adoption of new solutions.



2 Investing in our Values-Driven Workforce

The Foundation of Our Mission

Foster a vibrant workplace culture that attracts, develops, and retains top talent who are passionate about our mission, values, and commitment to providing exceptional, compassionate care, and services.

STRATEGIES

- a. Develop a competitive total rewards strategy that attracts and retains talent.
- b. Invest in technology solutions that enable staff to deliver exceptional, personalized care through streamlined workflows, improved communication, and enhanced collaboration.
- c. Strengthen culture by embedding an employee- and resident-first mindset reinforcing our diverse, equitable, and inclusive workplace where all employees feel valued, respected, and empowered to contribute their unique perspectives and talents.
- d. Build a compelling, consistent employer brand internally and externally.
- e. Expand strategies that enable employees to grow personally, professionally, and spiritually, empowering them to effectively provide exceptional service and support their desired career development.



3 Expanding Resident- and Community-Centered Solutions in Select Markets for Smart, Sustainable Mission Growth

We are a preferred service provider and housing developer in select markets by delivering an integrated continuum of exceptional, resident-centered solutions that prioritize quality, community engagement, collaboration, and cater to the diverse needs of seniors, families, and caregivers across the socioeconomic spectrum.

STRATEGIES

- a. Implement a senior living continuum of services approach in specific market concentrations based on community needs.
- b. Prioritize housing development growth in strategic markets.
- c. Expand and sustain the “Aging with Options” housing and healthcare model.
- d. Center health equity, resident and community voice in our market-based strategy.



4 Multiplying Impact Through Strategic Partnerships with VOA Affiliates and Mission-Driven Organizations

Grow our mission impact and market position through the strength of collaborative partnerships with VOA affiliates and mission-aligned organizations.

STRATEGIES

- a. Strengthen and leverage relationships with affiliates as a distinct competitive advantage within our markets to expand housing development, property management, senior living, and PACE for shared success.
- b. Building mission-driven partnerships and strategic alliances with health systems, community organizations, and faith-based organizations that complement our existing services, fill gaps in the care continuum, and create shared value.



Volunteers
of America®
NATIONAL SERVICES

1660 Duke St.
Alexandria, VA 22314

PHONE 703-341-5000
INQUIRIES mwiggins@voa.org

www.voans.org