



VOA NORTHERN NEW ENGLAND

STRATEGIC PLAN FY 2023 - 2024

OUR FOUNDATION FOR HOPE: BRINGING NEW ENGLAND HOME

VOA Northern New England is focusing on our region’s housing crisis and prioritizing the development of affordable housing. Too many neighbors are facing struggles and it is time to bring them home!



BRINGING PEOPLE HOME: Addressing New England’s Housing Crisis

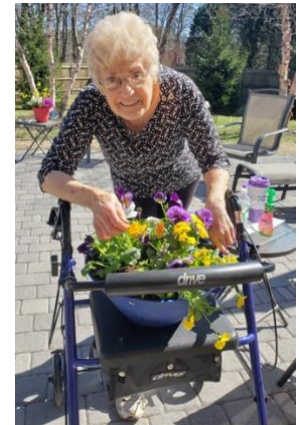
Because you stood by our side, VOA Northern New England (VOA) has weathered the COVID-19 global pandemic and several years of economic turmoil. Your steadfast support allowed VOA to keep our residents safe, offer comfort to those living through poverty, and build new programs across Northern New England.

As we come out of the COVID pandemic, we are faced with a crushing housing crisis that is impacting every community in New England. The median home in Maine now costs \$345,000 (March 2022), up from \$256,000 in 2020. Many families realize they may never be able to buy a home. In a January 2022 survey of homelessness in Maine, 3,445 persons were found to be experiencing homelessness, especially for persons experiencing long-term homelessness, persons with disabilities, victims of domestic violence, and veterans.

VOA has adopted a new, two-year Strategic Plan. VOA's strength as an experienced provider of high-quality housing, health, and social services will be leveraged to **invest in housing production, services to end homelessness, and community safety.**

You can help accomplish these goals by becoming an ally and supporting VOA!

VOA is a regional and faith-based nonprofit organization which measures its success in positive change in the lives of individuals and the communities we serve. Our services are organized to bring people home by expanding and preserving the supply of affordable housing, ending social isolation for persons with disabilities, improving public safety, and improving the health and well-being of our communities.



VOA’s Strategic Priorities for FY 2023 - 2024:

BRING PEOPLE HOME

- Expand and preserve affordable housing – creating a development pipeline.
- Expand supportive housing for persons experiencing homelessness.
- Launch a new Bangor area Behavioral Health housing structure.

STRENGTHEN COMMUNITY SAFETY

- Evaluate diversion, reentry and restorative justice services for future replication.
- Make VOA model of Community Justice services available to new counties in Maine.

IMPACT HEALTH & WELL-BEING

- Develop a cross-department performance dashboard for health determinants and quality of life measures.
- Improve data management and advanced analytics.

STRATEGIC PRIORITY #1: BRING PEOPLE HOME

- Expand and preserve affordable housing – creating a development pipeline.
- Expand supportive housing for persons experiencing homelessness.
- Launch a new Bangor area behavioral health housing structure.

The demand for more affordable housing is crushing local economies in Northern New England. We see great need in smaller rural communities, especially in the mid-coast and western Maine. Additionally, our historical presence in Bangor calls us to expand housing opportunities and community life for persons with significant mental health disabilities.



STRATEGIC PRIORITY #2: STRENGTHEN COMMUNITY SAFETY



- Evaluate diversion, reentry, and restorative justice services for future replication.
- Make VOA model of Community Justice services available to new counties in Maine.

For over two decades we have supported the Waldo County Sheriff's Office and managed the Maine Coastal Regional Reentry Center (MCRRC) in Belfast and the reentry garden in Swanville, Maine. The intersection of over-crowded jails, decreased access to mental health treatment, and the opioid overdose crisis, incentivizes VOA to promote our positive outcomes. Our collaboration with public health and health systems diverts our neighbors from incarceration, facilitates recovery, and decreases recidivism for formerly incarcerated community members to strengthen public safety.

STRATEGIC PRIORITY #3: IMPACT HEALTH & WELL-BEING

- Develop a cross-department performance dashboard for health determinants and quality-of-life measures.
- Assess technology systems to support data management and advanced analytics.

How does a community nonprofit show its impact on the lives of those it serves through improved measures of individual health and well-being? Over the next two years, we are going to explore how our evaluation systems can measure good mental health, social connection and belonging, high life satisfaction, and a sense of meaning or purpose.



JOIN OUR MISSION AND BECOME A VOA ALLY!

You have a role to play by being an ally in your community for the services we offer, and through your support. I hope you will reach out to me if you have suggestions or wish to become more involved with our ministry of service to others. (info@voanne.org)

Thank you! Because of you, VOA will grow and have a lasting impact.

Richard A. Hooks Wayman, President & CEO