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**Over the next three years, VOA’s top priority is to strengthen our response to local community needs. Our mission remains constant: to uplift communities across New England through compassionate care.**

VOA’s 2026–2028 Strategic Plan comes at a time of major transition in the social services sector. Public funding priorities are shifting, with greater focus on outcomes and cost-effectiveness. Meanwhile, the demand for housing, behavioral health care, and justice-diversion services continues to rise, particularly in rural and underserved areas. As this landscape evolves, we will monitor funding changes closely and adjust our plan as needed.

Even in this period of change, VOA remains committed to serving the most vulnerable through strong operations, trusted public partnerships, and thoughtful growth. This plan builds on decades of faithful ministry and community service and aligns with current priorities at agencies such as DHHS, HUD, and MaineHousing.

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## Strategic Priorities at a Glance

- **Service Expansion:** Grow housing, behavioral health, and community justice programs.
  - **Financial Resilience:** Stay strong in a fast-changing funding environment.
  - **Public Partnership:** Deepen collaboration with state and federal agencies.
  - **Workforce Culture & Retention:** Support a dedicated, mission-driven team.
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## 1. Service Expansion

### Why this matters:

Across Maine, New Hampshire, and Vermont, poverty rates ranged from 7.4–10.4% in 2023 and households are facing rising costs. For more than 30 years, our mission has been to end homelessness, prevent institutionalization, support justice-involved individuals, and create affordable housing for those in deep poverty.

### Priority Deliverables by Service Area

#### Behavioral Health

- **Expand Daily Living Support Services** into Central Maine, serving 50 more individuals by FY2028.
- **Launch new services for older adults with serious mental health disabilities** by FY2028 by partnering with DHHS on statewide planning efforts.

#### Homeless Services

- **Expand our Homeless Response Team** to serve 50 more long-term homeless people each year.
- **Construct and lease up a new 25-unit supportive housing development in Augusta** by 2027 under the Home for Good initiative.

#### Affordable Housing

- **Strengthen Internal Property Management:** Improve systems for 500+ units, including capital planning, procurement, staffing, reporting, and compliance; implement new financial and purchasing software.
- **Expand Property Management Services:** Grow third-party management for mission-aligned organizations seeking compliance expertise and integrated services.
- **Maintain a Strong Housing Development Pipeline.**

#### Community Justice

- **Strengthen recovery and substance use disorder supports.**
- **Prepare for programmatic growth** through stronger partnerships, better data, and policy engagement.
- Maintain County contracts serving 150 people annually, while seeking funding to serve an additional 150 individuals through co-response and jail-based supports.



## 2. Financial Resilience

### Why this matters:

VOA delivers housing, treatment, homeless services, and social supports largely funded by federal and state partners—59% of FY2024 revenue came from federal sources. We must remain alert to shifts in public funding and be prepared to pivot if needed.

## Priority Deliverables:

- **Monitor Appropriations:** Track risks to core services as federal and state budgets evolve.
  - **Diversify Revenue:** Increase unrestricted, individual, and corporate giving by 10% each year.
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## 3. Public Partnerships

### Why this matters:

Public agencies make our mission possible. Aligning with their needs ensures we can continue providing essential housing and social services across Northern New England. Over the next three years, we will help identify challenges and offer practical, cost-effective solutions.

### Priority Deliverables:

- **Engage Stakeholders:** Meet twice yearly with DHHS, MaineHousing, DOC, and County Sheriffs, and expand outreach to municipal and community partners.
  - **Provide Innovative Solutions:** Design programs with strong return on investment and scalable impact.
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## 4. Workforce Culture & Retention

### Why this matters:

Like many sectors, community nonprofits face workforce shortages. VOA's strongest recruitment and retention tool is our positive culture—where employees feel valued and connected to meaningful work. As a certified *Best Place to Work*, we must continue investing in our team.

### Priority Deliverables:

- **Employee Voice:** Hold annual listening sessions.
- **Measurement Tools:** Use the *Best Place to Work* survey for ongoing improvement.
- **Training Investment:** Deliver four cross-agency training programs each year.
- **Culture Building:** Host all-staff celebrations and team-building events to strengthen belonging.



## Conclusion

VOA will remain steadfast in our mission to uplift vulnerable people across the region. By expanding critical services to local communities, strengthening our finances, supporting our workforce, and deepening public partnerships, we will ensure that our work, ministry, and compassionate care remain sustainable and transformative.

For more information or to offer support, please visit [www.voanne.org](http://www.voanne.org) or email us at: [info@voanne.org](mailto:info@voanne.org).