

Strategic Plan FY 2026–2028

Over the next three years, VOA’s priority is to meet local community needs while staying true to our mission of uplifting those in need through compassionate care.

Our new Strategic Plan launches amid major shifts in social services. Funding opportunities are diminishing and moving toward outcome-focused, cost-effective models, even as demand for housing, behavioral health, and justice-diversion services rises—especially in rural and underserved areas. We will monitor these changes, but stand ready to offer an experienced hand in the delivery of critical social support.

VOA remains committed to serving those most in need through strong operations, trusted public partnerships, and thoughtful growth.

Our Strategic Priority focuses on Service Expansion in Local Communities:

Grow housing, behavioral health, and community justice programs.

Why does this matter: In Maine and New Hampshire, poverty rates are rising, and increasing costs are straining households. For over 30 years, we have worked to end homelessness, prevent institutionalization, support justice-involved individuals, and develop affordable housing for those in severe poverty.

Priority Deliverables by Service Area:

Behavioral Health

- Expand in-home support services into Central Maine to serve 50 more people by FY2028.
- Launch residential care services for older adults with serious mental health disabilities by FY2028.

Homeless Services

- Expand our Homeless Response Team to serve 50 more chronically unhoused people each year.
- Construct a new 25-unit supportive housing development in Augusta by 2027.

Affordable Housing

- Strengthen and expand VOA’s Property Management services to preserve and maintain over 500 affordable housing units
- Maintain a strong housing development pipeline including the creation of new affordable housing in the Mid-Coast

Community Justice

- Expand recovery and substance use supports to improve public safety and divert people from incarceration.
- Drive program growth through partnerships, data, and policy engagement.
- Sustain services for 150 people annually and fund expansion to reach 150 more via co-response and jail programs.

Conclusion

VOA will stay true to our mission of uplifting individuals and families across the region. By expanding vital services, strengthening our finances, supporting our workforce, and deepening public partnerships, we will keep our work and compassionate care sustainable and transformative.

For more information or to offer support, please visit www.voanne.org or email us at info@voanne.org.