A WORD FROM OUR CEO

Dear Friend,

I’m writing this on the heels of our annual gathering with representatives from all 30 VOA affiliate offices across the US and Puerto Rico. During our time together we engaged in three days of learning sessions which allowed us to share our latest successes, discuss our most pressing challenges and, once again, join together in our resolve to make a positive, lasting effect on the lives of those who need it most. As always, I came away inspired, energized and enormously proud of our combined efforts as well as the effect those actions have had on the world.

This past fall also marked the kickoff of our new campaign to raise awareness for the suffering caused by Moral Injury. Once thought of as a crisis faced only by soldiers returning from combat, Moral Injury is now known to be a “wound of the conscience” that can affect anyone, often leading to self-harm, addiction and isolation. VOA is proud to take the lead in support of this often overlooked cause. Throughout the pages of this annual report you’ll find stories of our important, transformative work in helping those with Moral Injury to regain their footing and live their lives with dignity and confidence.

Lastly, I’d like to take this opportunity to announce the countdown to our 125th anniversary celebration in March 2021. It is a time for us to recommit to the ideals that got us to where we are today, while also seeking out and embracing the new ideas and innovations that will allow us to scale our services well into the future.

Thank you and God bless you,

Sincerely,

Mike King
National President and CEO
Volunteers of America
WHO WE ARE

Dating as far back as the aftermath of the American Civil War, Volunteers of America has always been on the front lines empowering and advocating for veterans, at-risk youth, and families torn apart by the day-to-day struggle to obtain basic necessities and a life with dignity. Today the fight continues with VOA having grown to become one of the nation’s largest nonprofit providers of quality affordable housing as well as long-term skilled nursing care and health services. From seniors and people with disabilities to the homeless and those recovering from addiction, the VOA network of more than 16,000 professionals empowers 1.5 million people in over 400 communities each year.

ABOUT THE WORD VOLUNTEER

When Volunteers of America was founded in 1896, volunteerism had a different meaning. To “volunteer” meant to serve others as a vocation. Early members of VOA called themselves “Volunteers of America,” and carried on under the slogan “For God and Country.”

SEE HOW WE HELP
1.5 MILLION EACH YEAR

27,000 VETERANS HELPED THIS YEAR
8,000 SENIORS PROVIDED WITH SKILLED NURSING CARE AND ASSISTED LIVING
1.5M PEOPLE SERVED ANNUALLY
25,000 UNITS OF HOUSING PROVIDED
60,000 VOLUNTEERS THROUGHOUT THE COUNTRY
Like so many moms living at Volunteers of America Mid-State’s Freedom House in Louisville, KY, Amy Kalber wasn’t sure she could ever stop using drugs—even when she was pregnant. After years of struggling with alcohol and drug dependencies, and losing custody of her son, Amy turned to Volunteers of America for help. At Freedom House, Amy learned she was strong, loved and capable of anything. She became healthy and sober, regained custody of her children after nine months, attended the University of Louisville and became a social worker.

The holistic and comprehensive program at Freedom House and our other residential addiction treatment centers are designed to treat the person’s chemical dependency, break the cycle of addiction in families, reunite families broken apart by addiction and promote the birth of healthy, drug-free babies. As of November 2019, 250 healthy babies have been born at Freedom House.
OUR OFFICES ACROSS THE COUNTRY

Stars indicate Volunteers of America affiliates across the country. Our affiliate offices coordinate services in 400+ communities across the nation.

VOLUNTEERS OF AMERICA, INC., NATIONAL HEADQUARTERS

ALABAMA
Georgia & Mississippi

ALASKA

CALIFORNIA
Greater Los Angeles, Northern California and Northern Nevada, and Southwest

COLORADO

DELAWARE VALLEY
Pennsylvania

FLORIDA

ILLINOIS
Missouri

KENTUCKY
Tennessee, Indiana, West Virginia

LOUISIANA
Baton Rouge, Southwest, North LA

MAINE
New Hampshire & Vermont

MARYLAND
Virginia & D.C. (Manage North & South Carolina)

MASSACHUSETTS
Rhode Island

MICHIGAN

MINNESOTA

NEBRASKA

NEW JERSEY
Delaware, Pennsylvania

NEW YORK
Connecticut & No. New Jersey

OHIO
Indiana

OKLAHOMA

OREGON

SOUTH DAKOTA
North Dakota

TEXAS

UTAH

WASHINGTON
Idaho

WYOMING
Montana, South Dakota

SERVICES PROVIDED BY AFFILIATES

ALASKA

COLORADO

DELAWARE

EASTERN WASHINGTON AND NORTHERN IDAHO

FLORIDA

GREAT BAY

GREAT NORTHWEST

ILLINOIS

LOUISIANA

MASSACHUSETTS

MICHIGAN

MID-WEST

MINNESOTA

NEBRASKA

NORTHERN CALIFORNIA AND NORTHERN NEVADA

NORTH LOUISIANA

NORTHERN NEW ENGLAND

NORTHERN ROCKIES

OHIO AND INDIANA

OKLAHOMA

OREGON

PUERTO RICO

SOUTHEAST

SOUTHWEST CALIFORNIA

SOUTHEAST LOUISIANA

UPSTATE NEW YORK

UTAH

WESTERN WASHINGTON

Note: Services provided may vary by location and program.
I WANT VICTIMS TO KNOW THAT THERE IS HOPE, AND WITH THE HELP OF VOLUNTEERS OF AMERICA, THERE’S A HOME FOR EVERYONE.

SAHAR

Sahar ran away from home due to abuse. She stayed in institutions, shelters and different cities before finding her way to VOA Los Angeles.

Now she has people in her life who support her and have given her a place to call home.

HEAVEN AND JAYSON

Heaven and her father Jayson, who is blind, came to Volunteers of America after escaping an abusive family situation.

They moved into a family shelter, operated by Volunteers of America-Greater New York, where they were able to recuperate and get back on their feet.

We helped the pair find permanent housing close to where Heaven attends school, and Jayson is now studying to be an engineer.

RAVEN AND KAYLA

After transitioning from military life to civilian life, it was not easy for former drill sergeant Raven to settle into a quiet life with her daughter Kayla.

After losing their home and moving into a shelter, Raven heard about Volunteers of America’s Blue Butterfly Village, a townhouse community for formerly homeless female veterans.

They soon moved in, and having their very own safe, stable home has made Raven confident that her daughter will have a bright and happy future ahead of her.

RICK

Rick had struggled with PTSD since leaving the service in 1972. He turned to Volunteers of America for help with this and other addiction-related issues.

He was placed into a Volunteers of America veterans’ residence and received the rehabilitation and treatment necessary to get back on his feet.

Today, Rick feels secure and comfortable living within a community of other veterans.
Part of our mission to help our neighbors in need includes advocating on Capitol Hill. Volunteers of America’s collective voice on behalf of veterans, seniors, people with disabilities, at-risk individuals, the homeless and those recovering from addictions frequently places us at the forefront of public policy decisions. We regularly host briefings and organize public awareness gatherings while also collaborating with fellow non-profits, businesses, and local, state and federal government officials.

Volunteers of America owns and operates housing properties in 40 states and Puerto Rico, housing nearly 25,000 people each year. We’re one of the largest nonprofit providers of affordable housing, skilled nursing care and assisted living for seniors. Our veterans’ programs provide support to 27,000 veterans and families. Additionally, each year we provide support to more than 135,000 men, women and youth experiencing mental health issues, trauma and addiction. Advocating in support of these initiatives is critical to our mission to uplift all people.
In 2019, Volunteers of America began a focused effort to combat Moral Injury, a growing crisis that has received little support until now. Moral Injury is a term used to describe the mental anguish that results from doing something against your moral code. While Moral Injury was first identified in soldiers returning from combat, it is also experienced by a wide variety of people – mothers escaping from domestic abuse who may feel guilt over placing their children in dangerous situations, caregivers for loved ones with Alzheimer’s who feel they didn’t do enough for someone who needed them, those battling addiction who worry they have hurt or alienated friends and family.

Moral Injury often leads to self-harm. People turn to alcohol, drugs, self-isolation and even suicide to avoid the pain of their feelings. This internal struggle may leave some emotionally dead.

VOA is dedicated to raising awareness for Moral Injury as well as helping those affected to move beyond the emotional trauma so they can again lead healthy, productive lives.
Very few organizations can tout the kind of staying power of VOA. To sustain its community impact through ever-changing social, economic and political environments, VOA invests in its capacity to innovate, pilot and scale the programs that are helping to resolve some of the country’s most systemic issues. To share these opportunities with like-minded foundations, corporations and high-net worth individuals, VOA launched the Futures Fund, which has invested over $400,000 in feasibility grants and customized low-interest loans to provide partners with both financial and measurable social returns. As a result, school-based behavioral health services are being expanded in northern Louisiana, resident support services funded by Medicaid are being implemented for the first time in eastern Washington, and a regional distribution center is scaling up to serve over 200 more partner agencies in Virginia and the Carolinas.

In 2019, VOA adopted the United Nations’ Sustainable Development Goals as a new framework communicating the impact of its humanitarian efforts and deepening relationships with impact investors. Leveraging VOA’s housing Quick Strike Fund, Futures Fund and the expertise of VOA affiliates, we’ve accelerated our ability to help communities:

• improve health,
• reduce poverty,
• increase educational performance,
• commit to keeping their environments sustainable
• and reduce environmental waste.

Together, donations and sponsorships from our corporate partners have amounted to millions of dollars worth of support. These donations help energize hundreds of human service programs including affordable housing, healthcare, senior care, behavioral health programs and more.
It was another week of perfect weather for this year’s Volunteers of America Classic. Taking place from September 30th to October 6th at the majestic Old American Golf Club in The Colony, Texas, the LPGA event showcased 144 of the world’s best female golfers in a four-day stroke-play event vying for a $1.3 million purse. As always, the focus of this unique collaboration with the LPGA was on raising awareness for Volunteers of America and the good work of providing life-changing services to those in need. After five successful years, the partnership continues to strengthen and grow with the announcement of a new five-year extension. Both organizations are committed to continued investment in the event and bringing a world-class golf event to Texas.

“Volunteers of America has always been rooted in its belief that helping others is one of life’s greatest gifts. Through the Volunteers of America Classic, we get the opportunity to do so in a fun, community-driven way.” –Mike King, President and CEO of Volunteers of America
A warm, safe place to call home is among the most basic necessities for living a healthy, productive life. No one understands this better than Volunteers of America. Since its beginnings in 1896, VOA has grown to become a Top 5 nonprofit provider of affordable housing in the U.S. Encompassing more than 500 properties in 40 states and Puerto Rico, our network now provides affordable housing units to more than 25,000 people each year.

Additionally, VOA is recognized as a national leader in senior care. From skilled nursing care and assisted living to a continuum of affordable housing, we respond to the varying needs of individuals and families to provide a safe, welcoming environment for those seniors who need it most.
Providing quality healthcare to those in need has always been an integral part of who we are at Volunteers of America. Our services include professional long-term nursing care for older adults as well as nurturing environments and support for others coping with illness or injury. We offer a life-spectrum of healthcare support in our senior living and care communities that extends to people with disabilities, and includes long-term health support: nursing care, assisted living, memory support, home healthcare, rehabilitation and much more.
## Statement of Financial Position

### Assets

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$152,740,830</td>
<td>$173,239,248</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>135,527,787</td>
<td>122,698,663</td>
</tr>
<tr>
<td>Pledges receivable, net</td>
<td>3,971,753</td>
<td>5,382,804</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>50,057,717</td>
<td>60,136,611</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>12,231,945</td>
<td>12,627,700</td>
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<tr>
<td>Other current assets</td>
<td>35,346,080</td>
<td>55,401,588</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>389,876,112</td>
<td>429,486,614</td>
</tr>
<tr>
<td>Property and equipment:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land, buildings and improvements</td>
<td>1,650,724,285</td>
<td>1,637,732,781</td>
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<tr>
<td>Furnishings and equipment</td>
<td>158,085,783</td>
<td>168,565,769</td>
</tr>
<tr>
<td><strong>Less accumulated depreciation</strong></td>
<td>(1,808,810,068)</td>
<td>(1,796,292,550)</td>
</tr>
<tr>
<td><strong>Property and equipment, net</strong></td>
<td>1,126,558,766</td>
<td>1,120,191,304</td>
</tr>
<tr>
<td>Other assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encumbered assets, at fair value</td>
<td>201,258,291</td>
<td>162,339,454</td>
</tr>
<tr>
<td>Other investments, at fair value</td>
<td>171,946,795</td>
<td>129,183,842</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>26,338,877</td>
<td>29,719,699</td>
</tr>
<tr>
<td>Reimbursable housing development costs</td>
<td>7,237,440</td>
<td>6,075,314</td>
</tr>
<tr>
<td>Other long-term assets</td>
<td>25,466,485</td>
<td>25,302,852</td>
</tr>
<tr>
<td>Tax credit assets</td>
<td>850,999,336</td>
<td>809,667,815</td>
</tr>
<tr>
<td><strong>Total other assets</strong></td>
<td>1,283,247,224</td>
<td>1,162,288,476</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>2,799,682,102</td>
<td>2,711,966,394</td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$422,575,172</td>
<td>$434,106,200</td>
</tr>
<tr>
<td>Line of credit</td>
<td>17,500,920</td>
<td>11,053,507</td>
</tr>
<tr>
<td>Current portion of notes and mortgages payable</td>
<td>37,671,827</td>
<td>270,048,690</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>3,789,374</td>
<td>59,702,057</td>
</tr>
<tr>
<td>Contract advances</td>
<td>3,333,319</td>
<td>3,213,490</td>
</tr>
<tr>
<td><strong>Other current liabilities</strong></td>
<td>48,965,545</td>
<td>43,748,535</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>213,734,157</td>
<td>187,872,479</td>
</tr>
<tr>
<td>Other liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notes payable</td>
<td>250,897,664</td>
<td>248,919,427</td>
</tr>
<tr>
<td>Mortgages payable</td>
<td>488,213,767</td>
<td>447,315,881</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>94,618,862</td>
<td>71,126,101</td>
</tr>
<tr>
<td>Tax credit liabilities</td>
<td>503,343,423</td>
<td>499,812,534</td>
</tr>
<tr>
<td><strong>Total other liabilities</strong></td>
<td>1,337,073,716</td>
<td>1,267,173,943</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>2,799,682,102</td>
<td>2,711,966,394</td>
</tr>
<tr>
<td>Net assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted - Operations</td>
<td>905,601,493</td>
<td>917,988,823</td>
</tr>
<tr>
<td>Unrestricted - Non-controlling interest</td>
<td>235,812,164</td>
<td>222,401,965</td>
</tr>
<tr>
<td><strong>Total unrestricted net assets</strong></td>
<td>1,141,423,657</td>
<td>1,140,390,788</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>100,854,417</td>
<td>110,015,597</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>6,598,155</td>
<td>6,513,584</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>1,248,874,229</td>
<td>1,256,919,969</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>2,799,682,102</td>
<td>2,711,966,394</td>
</tr>
</tbody>
</table>

June 30, 2018 (with comparative financial information at June 30, 2017)

The information presented here is a compilation prepared by management of audited financial data from Volunteers of America, Inc. and subsidiaries, affiliates, locally chartered and unchartered corporations. All Volunteers of America affiliates are required to have audits by independent certified public accountants. More detailed information is available upon request from the Volunteers of America National Office.

CFO OF THE YEAR

Selected 2019 Nonprofit CFO of the Year by the CFO Awards. During his tenure, Joe grew revenues by 54% and directed strategies to ensure the growth and stability of VOA.
STATEMENT OF ACTIVITIES

REVENUES

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public support received directly:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Contributions</td>
<td>$70,558,823</td>
<td>$80,242,882</td>
</tr>
<tr>
<td>• Contributions, in-kind</td>
<td>$37,579,164</td>
<td>$32,643,206</td>
</tr>
<tr>
<td>• Special events, net of direct benefit cost</td>
<td>$3,184,253</td>
<td>$2,974,221</td>
</tr>
<tr>
<td>• Legacies and bequests</td>
<td>$2,231,208</td>
<td>$3,322,459</td>
</tr>
<tr>
<td>• Contributed services, at fair value</td>
<td>$488,199</td>
<td>$306,392</td>
</tr>
<tr>
<td>Public support received indirectly:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• United Way</td>
<td>$4,577,058</td>
<td>$4,002,598</td>
</tr>
<tr>
<td>• Combined Federal Campaign</td>
<td>$108</td>
<td>$5,011</td>
</tr>
<tr>
<td>Total public support</td>
<td>$118,558,813</td>
<td>$123,506,769</td>
</tr>
<tr>
<td>Government awards</td>
<td>$890,545,959</td>
<td>$842,973,827</td>
</tr>
<tr>
<td>Other revenue:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Program fees</td>
<td>$216,710,089</td>
<td>$198,422,236</td>
</tr>
<tr>
<td>• Net rental income</td>
<td>$13,327,266</td>
<td>$4,936,007</td>
</tr>
<tr>
<td>• Sales of materials and services</td>
<td>$34,251,412</td>
<td>$70,382,989</td>
</tr>
<tr>
<td>• Interest and dividend income</td>
<td>$9,201,247</td>
<td>$7,788,213</td>
</tr>
<tr>
<td>• Gains (losses) on sales and write-offs of assets</td>
<td>$3,733,646</td>
<td>$1,338,219</td>
</tr>
<tr>
<td>• Other income (loss)</td>
<td>$8,450,684</td>
<td>$17,903,706</td>
</tr>
<tr>
<td>Total other revenue</td>
<td>$45,528,710</td>
<td>$71,657,521</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>$331,203,054</td>
<td>$372,428,891</td>
</tr>
<tr>
<td>Total revenues and other gains</td>
<td>$1,340,307,826</td>
<td>$1,338,909,487</td>
</tr>
</tbody>
</table>

EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fostering Independence</td>
<td>$607,671,440</td>
<td>$547,339,811</td>
</tr>
<tr>
<td>Promoting Self Sufficiency</td>
<td>$464,297,204</td>
<td>$430,779,775</td>
</tr>
<tr>
<td>Total program services</td>
<td>$1,188,954,415</td>
<td>$1,086,441,096</td>
</tr>
<tr>
<td>Support services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>$138,480,660</td>
<td>$125,432,431</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$19,977,822</td>
<td>$19,291,486</td>
</tr>
<tr>
<td>Total support services</td>
<td>$158,458,482</td>
<td>$144,723,917</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$1,347,412,897</td>
<td>$1,231,165,013</td>
</tr>
<tr>
<td>Change in net assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(7,105,071)</td>
<td>$107,744,474</td>
<td></td>
</tr>
<tr>
<td>Net assets at beginning of year, as originally stated</td>
<td>$1,256,919,969</td>
<td>$1,143,656,366</td>
</tr>
<tr>
<td>Prior period adjustments</td>
<td>$940,669</td>
<td>$5,519,129</td>
</tr>
<tr>
<td>Net assets at beginning of year, as restated</td>
<td>$1,255,979,300</td>
<td>$1,149,175,495</td>
</tr>
<tr>
<td>Net assets at end of year</td>
<td>$1,248,874,229</td>
<td>$1,256,919,969</td>
</tr>
</tbody>
</table>

It all began in New York City, March 8, 1896. Since then, Volunteers of America has continued to serve those in need and today serves 1.5 million people annually.

To celebrate our 125th anniversary, in March 2021, we’re inviting our entire organization to join us in New York City. A homecoming that will bring us together to honor the past as we look toward the future.

#VOA125TH
NATIONAL BOARD OF DIRECTORS

RUBY E. NOBLE
Chairperson
Attorney at Law
Metairie, LA

JERRY LANGLEY
Vice Chair
Executive in Residence,
University of Notre Dame
Granger, IN

MIKE KING
National President/CEO
Volunteers of America
Alexandria, VA

KAREN DALE R.N., MSN
Board Secretary
Market President, AmeriHealth
Caritas District of Columbia
Washington, DC

WILLIAM P. JENNINGS, PH.D.
Treasurer
Dean Emeritus
California State University, Northridge
Sim Valley, CA

JENNIFER HANCOCK
Executive Committee At-Large Appointee
President/CEO, Volunteers of America
Mid-States
Louisville, KY

MIKE L. BOYD
Retired Insurance Executive
Chicago, IL

RUSSELL SNYDER
Executive Committee At-Large Appointee
President/CEO
VOA Chesapeake & Carolinas
Lanham, MD

ANDREW BRANDMAN
Senior Vice President
Salesforce Tower
New York, NY

ANDY BUSH
Chief Revenue Officer, DC United
Washington, DC

LEO MCFARLAND
President/CEO, Volunteers of America of Northern California & Northern Nevada
Sacramento, CA

JACQUELINE WOODS
Senior Consultant, Academic Search
Scottsdale, AZ

PAULA HART
President/CEO, Volunteers of America
Minnesota and Wisconsin
Minneapolis, MN

ANGELA KING
President/CEO, Volunteers of America
Texas
Eudes, TX

TODD SCHEXNAYDER
Senior Vice President, Human Resources
Director, Fidelity Bank
Baton Rouge, LA

LINDA BOWERS
CPA, Retired
L&G Services
Pensacola, FL

PAM RICHARDSON
President/CEO, Volunteers of America of Oklahoma
Tulsa, OK

JUAN PABLO SEGURA
Founder, Babyscripts
Washington, DC

VOIRIS VIGEE
Executive Vice President-Programs,
Volunteers of America Southeast
Louisiana
New Orleans, LA

ANGELA KING
President/CEO, Volunteers of America
Texas
Eudes, TX

Teresa PETTITT
President/CEO, Volunteers of America
Greater New York
New York, NY

PAT CORTEZ
Community and Government Affairs Manager,
Wells Fargo - Colorado, Montana, Wyoming, Idaho,
and Spokane
Denver, CO

THOMAS C. DOLAN, PH.D.
Executive Coach, Consultant and
President Emeritus, American College of
Healthcare Executives
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