

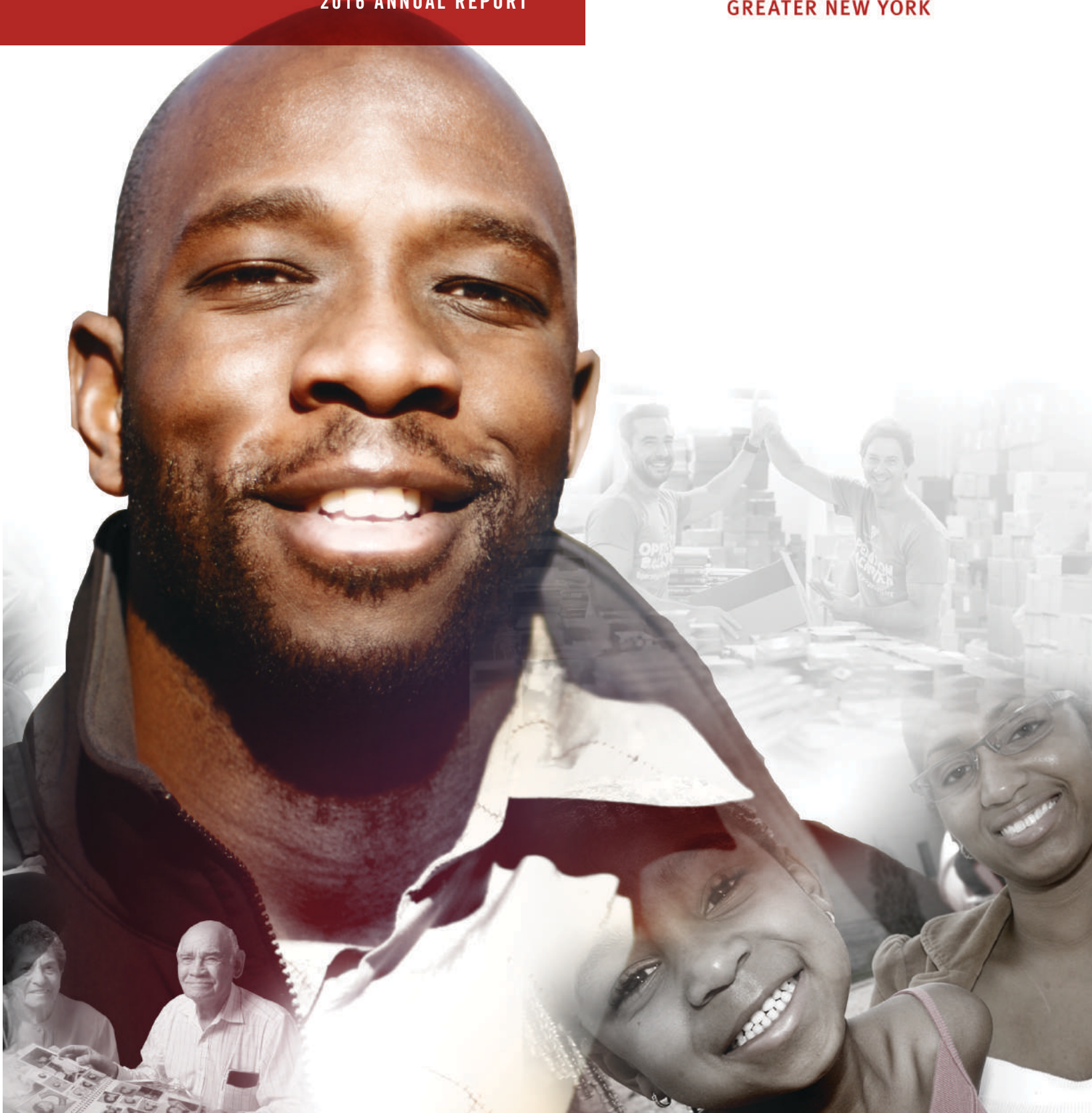
*Some people can't imagine  
doing what we do. We can't  
imagine not doing it.*

2016 ANNUAL REPORT



Volunteers of America®

GREATER NEW YORK



For more than a century, Volunteers of America has been at the forefront of social service, delivering life-changing, and often lifesaving services to a wide range of people in need. **35,000 LIVES WERE CHANGED OR SAVED** because of our programs, giving hope to people who are homeless, battling addiction, living with disabilities or suffering from mental illness, or aging alone.

Together, we are building stronger communities...

**1 PERSON AT A TIME.**





## 2016 Government Funders

New Jersey Department of Children and Family Services

New Jersey Department of Human Services, Division of Developmental Disability

New Jersey Department of Human Services, Division of Mental Health Services

New York City Department of Education

New York City Department of Homeless Services

New York City Department of Homeless Services Emergency Shelter Grant

New York City Department of Health and Mental Hygiene

New York City Health and Hospital Corporation

New York State Office of Mental Health

New York City Human Resources Administration

New York State Education Department

New York State Office for People with Developmental Disabilities

Port Authority of New York and New Jersey

U.S Department of Veterans Affairs

U.S Department of Labor

Westchester County, Department of Community Mental Health

Westchester County, Department of Health

Westchester County, Department of Social Services

# DEAR FRIENDS,

Since 1896, Volunteers of America-Greater New York (VOA-GNY) has positively impacted the lives of tens of thousands of men, women, and children in our community. The needs of the people we serve each year are complex, and their backgrounds diverse. They are veterans looking to reintegrate into civilian life and families needing to escape domestic violence. They are preschoolers with developmental delays who are also impacted by poverty. They are young adults preparing to age out of foster care and older adults wanting to age in place with dignity.

Despite their differences, the populations we serve share a common thread—the desire to change their lives. Likewise, our 1,300 employees are bound by shared values and a vocation of service. To support the goals of our organization, VOA-GNY's Board of Directors and management collaborate to ensure that we stay true to our mission and responsive to the people in the communities we serve. Our organizational strategic planning process is a partnership that mirrors an approach we use with our clients – their strategic plan is called an Independent Living Plan. In both cases, in order to be successful, all parties involved must be committed and focused. In the following pages, we are pleased to share our vision for the coming year, and reflect on some of our successes facilitated by our dedicated staff. We hope you will feel a sense of pride as you read about the positive impact your support has on not only the individuals and families we serve, but on our city and our society as a whole.

Right now, 13,000 families with more than 23,000 children rely on a homeless shelter for their housing. One of the most devastating consequences of homelessness is the impact it has on a child's education, which is why we started Operation Backpack® more than a decade ago. This year, we provided 19,400 backpacks with grade-appropriate supplies to children in need, relieving parents of a financial burden and helping the children to look and feel more like their classmates. In response to the affordable housing crisis, VOA-GNY will soon begin construction on Clarke Place Senior Residence, a 122-unit permanent supportive housing facility for very-low and low-income seniors in the Bronx. As one of the largest providers of services to veterans struggling to reintegrate, we have established a program that certifies veterans to become peer counselors. And soon, we will begin exploring the possibility of opening a program for pregnant women who are substance abusers, to break the cycle of addiction in families, reunite families broken apart by addiction, and promote the birth of healthy, drug-free babies.

In spite of our progress, we know there is always more to do. We will continue to meet people when they are at their lowest, when they have lost hope. And we will continue to provide them with the guidance and tools necessary to overcome the obstacles they face. To ensure an even greater impact in 2017, we will continue to follow the words of our founders to “go wherever we are needed, and do whatever comes to hand.”

To our longtime supporters, we thank you for your ongoing dedication. And to those of you who are new to the VOA-GNY family, we welcome you and have no doubt that you will be inspired by our work.



Tere Pettitt Gerry Cunningham

# OUR FOCUS AREAS

*“We will go wherever we are needed, and do whatever comes to hand.”*

Volunteers of America-Greater New York (VOA-GNY) is dedicated to helping individuals and families in need create positive and lasting change through programs that support and empower them to live safe, healthy and productive lives. What began as a charity staffed by dedicated volunteers tending to the city’s poor, is now a social services organization with 1,300 paid professionals working in 90 programs across New York City, Northern New Jersey and Westchester County. The men, women and children we serve present a wide range of complex needs that we are committed to addressing with compassion, creativity, respect and therapeutic models that inform our work.



## HOUSING

We help individuals and families who are homeless or at-risk of becoming homeless achieve housing stability, while addressing the underlying causes of their homelessness.

## DOMESTIC VIOLENCE

We offer safe, transitional housing to families recovering from domestic violence, while providing intensive interventions to ensure they do not return to an abusive situation.

## VETERANS

As the largest provider of supportive housing for veterans in New York City, we offer a continuum of care addressing their housing, employment, health and other needs as they reintegrate into civilian life.

## CHILDREN WITH DEVELOPMENTAL DELAYS

We prepare children with developmental delays for success in kindergarten and beyond at our two early learning centers by providing all the integrated therapies a child needs to achieve his/her full potential.

## ADULTS WITH DEVELOPMENTAL DISABILITIES

We provide supervised apartment living for adults with intellectual disabilities so that they may remain safely in the community, engaged and supported as opposed to in an institution.

## AT-RISK YOUTH

We offer stability and security through both residential housing and supportive programming for at-risk youth, equipping them with the necessary tools to become mature, independent adults by the time they age out of the foster care system.

## PEOPLE WITH BEHAVIORAL HEALTH ISSUES

In many of our residential programs we have adults living with behavioral health issues for whom we provide all the services they need to rebuild their lives.

## PEOPLE IMPACTED BY HIV/AIDS

We offer safe, affordable, permanent housing to men and women living with HIV/AIDS while providing supportive services through counseling and case management.

## OLDER ADULTS

Permanent, supportive, affordable housing for older adults does more than just house our clients but ensures they are safe, healthy and not isolated.



# OUR IMPACT

## VETERANS

When her medical issues became a concern, Patricia\*, an honorably discharged army veteran,

moved in with her adult daughter Tracy. Tracy welcomed her mother, but because she was not on the lease, the landlord insisted Patricia leave. With limited income, Patricia found herself at imminent risk of becoming homeless. The fact that she relied on a walker limited her housing options as she could not manage stairs. Patricia reached out to the Veterans Administration and they, in turn, contacted VOA-GNY's Patriot House II where Patricia could stay for up to six months.

At Patriot House II, Patricia found a safe, comfortable alternative to living in a typical shelter and staff who were equipped to provide all the support she needed to examine her situation and secure permanent housing that she could afford. Through our Supportive Services for Veteran Families (SSVF) program, Patricia received help with moving expenses, storage of her furniture until she could move into a place of her own, and a case worker who cared.

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*"It's a dream come true. It really is. I never thought that I would be able to safely live on my own. But with Volunteers of America's support and resources, I am able to live my dream."*

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Working closely with her case worker, Patricia was able to navigate the myriad of obstacles she faced as she moved toward an apartment of her own: having appropriate documentation

to sign a lease, obtaining the required inspection of the proposed apartment, and budgeting money for both the apartment deposit and for the cost of the move. When the situation became almost unbearably stressful, Patricia received mental health counseling. She also spoke of the constant encouragement, respect and kindness of the VOA-GNY staff.

All the hard work paid off when, in December, Patricia moved into a lovely new apartment with all the amenities she needs to assist with her limited mobility including a medical support bed provided by VOA-GNY.

\* Identity changed for privacy

*Our rich array of services for men and women who have served our country allows us to work with veterans wherever they enter our continuum of care, whether they are at the precipice of becoming homeless, are chronically street homeless or are in need of employment in order to stay housed. Services range from coordination of medical care, including behavioral health and substance use disorder treatment to vocational training.*

### Coming in 2017: Battle Buddy Bridge

*Battle Buddy Bridge (B3) trains and certifies veterans to function as Peer Specialists (Battle Buddies) for veterans who are in crisis. Most veterans want and benefit from mission-oriented, team-driven service work directed by a fellow veteran as part of their own civilian reintegration.*

*Battle Buddies engage in cooperative, purpose-driven activities (reminiscent of the military environment) while receiving professional training, transferable employment skills, and career development.*



# OLDER ADULTS

It does not take long for Peter to start talking about plants and the rooftop

garden where he feels most at home. It actually takes no time at all, since he introduces himself as “Peter the Plant Man,” a name affectionately given to him by the staff at our East 12<sup>th</sup> Street Residence. “You know why I like plants?” Peter will ask you. “I like them because they are constantly growing and changing. Because when you take care of them, it not only makes you happy, but everyone around you happy too.”

Things weren’t always happy for Peter, who, seven years ago, was living at a homeless shelter in Queens after a long struggle with drug use. About to be discharged from the shelter, afraid that he would not survive the upcoming New York City winter if he had to live on the street, Peter was scared. When he was referred to and was accepted by East 12<sup>th</sup> Street Residence he was elated. Now, at the age of 65, Peter credits the program with saving his life. “I never imagined that I would have peace of mind. I never thought I would have this kind of purpose.”

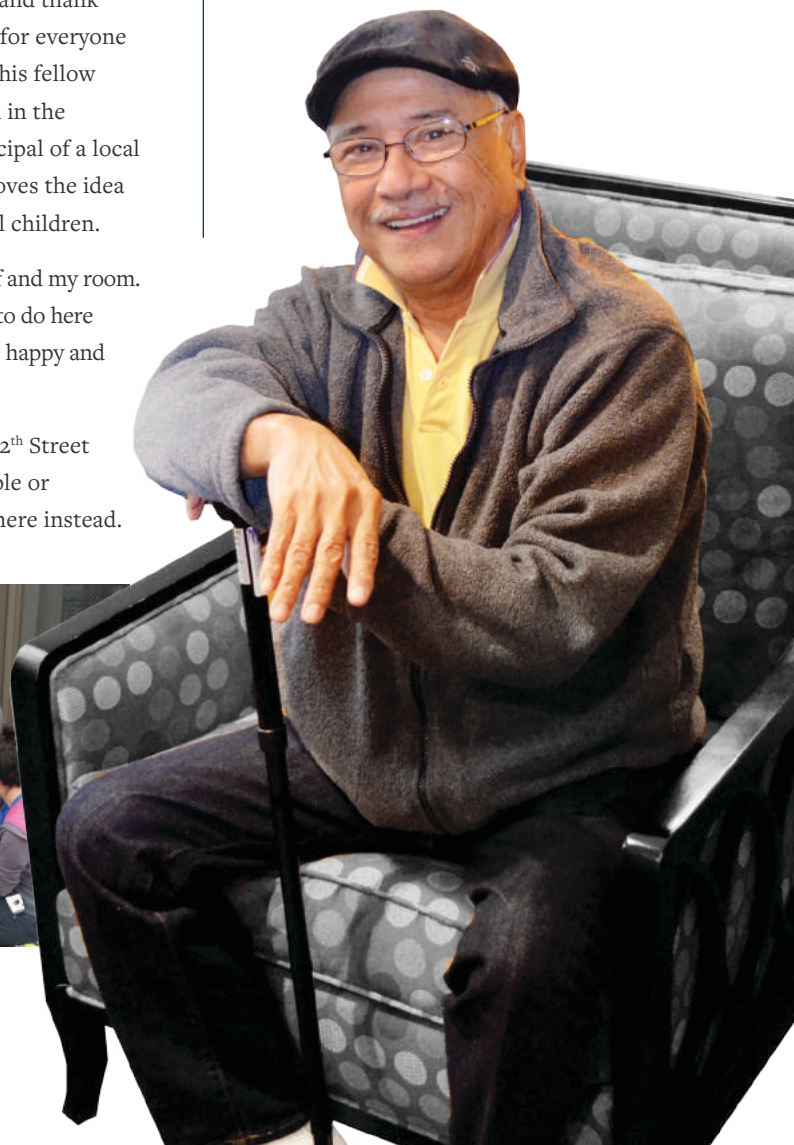
Peter sees his gardening as a way to contribute to the building and thank VOA-GNY for all they have done for him. He grows vegetables for everyone and relishes being able to share the flowers he has grown with his fellow residents. Peter, like our program, is well known and respected in the surrounding neighborhood and last year was asked by the principal of a local elementary school to create and maintain their garden. Peter loves the idea that his passion for gardening is now being passed on to school children.

“I can’t imagine living anywhere else. I like the people and the staff and my room. The garden is obviously my favorite, but I like how much there is to do here and how someone is always checking on you to make sure you are happy and healthy.”

Like so many of our residents, Peter anticipates living at East 12<sup>th</sup> Street for the rest of his life. Many, like Peter, do not have families able or willing to care for them, and we, as their “chosen family” are there instead.

*East 12<sup>th</sup> Street Residence provides permanent, supportive housing to formerly homeless, single adults over the age of 55 living on a fixed income. According to Social Solutions, 50% of the homeless population is over the age of 50. These individuals often face additional health and safety risks associated with age. They are more prone to injuries from falls, and may suffer from cognitive impairment, vision or hearing loss, major depression, and chronic conditions like diabetes and arthritis.*

*“I can’t imagine living anywhere else.”*



*The rooftop garden that is Peter’s refuge was created by Deloitte employees who continue to replenish it every year.*



# YOUTH & FAMILIES

At 15 years old, Sasha never imagined that she would be able to trust anyone. She was so accustomed to surviving on her own; it was safer that way. Abandoned by her father when she was a little girl, she grew up in an unstable, neglectful, and oftentimes abusive environment, bouncing between her mother's home and foster care before finding herself in a group home for teenagers.

At one critical juncture, when Sasha's life was particularly unstable, her caseworker suggested she meet with Kevin from VOA-GNY to learn about our Independent Living Program in New Jersey. In Sasha, Kevin saw a troubled young woman who desperately needed to feel safe and supported. Sasha, like all the youth in our care, needed guidance so that she could learn the skills she would need to ultimately become a mature, independent adult once she aged out of foster care.

Kevin and the other staff members were patient with Sasha, demonstrating time and again that she could trust them and that they were not going to abandon her as so many others had in her life. She learned coping strategies for her aggression issues and found a sense of community and family in the staff and her housemates. Sasha was able to finally live and thrive, rather than merely survive.

In school, Sasha did well. Throughout high school she worked as a waitress and, with encouragement from staff, saved money for college. Sasha says that VOA-GNY gave her a laptop that symbolized so much more: they gave her all the tools she needed for success. Sasha went on to graduate from college and is now a Registered Nurse, working with the homebound. She is married with two children and, in her words, is "the mother I always wanted" and has created the family of her dreams.

*"So many kids end up lost in the foster care system. But that didn't happen to me because someone cared enough to show me that I was worth it. There are not enough words to express how instrumental Kevin has been in my life. He was always there for me, and that was exactly what I needed in order to succeed. I honestly think that if I had spent one more day without Volunteers of America, I would be in jail."*

*Our continuum of care for at-risk youth in Northern New Jersey is for young people who, for one reason or another have been removed from their home of origin and placed in one of our Group or Treatment Homes or, once they graduate from high school, are living in one of our Supervised Independent Living programs. Safely transitioning from foster care to independent adulthood is tremendously challenging without a reliable support system which is what we provide.*



# OPERATION BACKPACK®

Homelessness in New York City has reached an all-time high, as more than

60,000 individuals, 23,000 of them children, are without a place to call home. One of the most devastating consequences of homelessness is the impact it has on a child's education. The stigma of being homeless weighs heavily on these children and the prospect of going to school without a fully stocked backpack is one more stressor these children should not have to face.

A new, full backpack is thrilling for the children to receive and can make the difference between their being *excited* to go to school and refusing to go at all. With that in mind, Operation Backpack® was founded more than a decade ago to collect and distribute new backpacks full of grade-specific supplies to tens of thousands of children living in New York City's homeless and domestic violence shelters.

In 2016, **19,400 children** received a new backpack full of grade-specific supplies, same as their classmates, allowing them to walk into school looking and feeling more like their classmates and less like a child in need.

## We Couldn't Do It Without You

Funding for Operation Backpack® comes entirely from the community in forms of corporate and foundation grants, fundraising teams, and individual donations. This list represents entities that gave cash or in-kind donations valued between \$5,000-\$100,000, excluding donations of backpacks.

21 <sup>st</sup> Century Fox	Duane Reade/ Walgreens
AccentHealth	FedEx
Agnes Varis Trust	Gloss HMN
Alliant Insurance Services	HarperCollins Publishers
Amherst Foundation	Health Media Network
Apollo LLP	HSBC Bank USA
Branded Cities	Intersection
CCO Spectacolor	Lisa Petroni
City Outdoor	NCM
Cohen and Steers Women's Exchange	New Tradition
Colgate-Palmolive	New York Yankees
ContextMedia Health	NewsCorp
Cornerstone Research	Nine West
Creative Mobile Technologies	NYC Department of Education
Deloitte.	OOH Pitch
Diana Shobry's and Lawrence Glosten— Madeline Shobry's Glosten Fund	The Plaza
Duane Reade Charitable Foundation	Randa Foundation
	Rouge Beauty
	RXR Realty
	Select Equity Group
	Starrett-Lehigh
	Time Warner Cable
	Titan
	Vector Media
	Verifone
	WABC
	W.P. Carey, Inc.
	Wachtell, Lipton, Rosen & Katz
	The Wall Street Journal
	The Weeks Lerman Group
	Wells Fargo Foundation
	Women in eDiscovery





# SUPPORT

For more than 120 years, we have relied on community support to grow our services and enrich the lives of our clients. We could not do what we do without tremendous support from the community including, this year, 16,952 volunteer hours from individuals, families and corporate teams donating their time in so many different ways, from reading to children in our shelters

and collecting and filling backpacks to planting gardens and hosting field trips.

## Foundations and Select Major Institutional Donors

### Judith C. White Foundation (*Liberty*)

The Judith C. White Foundation has supported a variety of our programs, most recently funding significant upgrades to one of our domestic violence shelters in Manhattan.

### The Home Depot Foundation (*Vets*)

Since beginning its partnership with Volunteers of America in April 2011, The Home Depot® Foundation has given more than \$11 million to the organization, most recently upgrading our East 119th Street site which offers permanent supportive housing for veterans.

### Niagara Bottling Company (*SIELC*)

Thanks to a generous grant that allowed us to replace the HVAC and boiler systems at the Staten Island Early Learning Center, our preschool for children with developmental delays, our students and staff are now warm in the winter, cool in the summer and enjoy overall improved air quality year round.

### Northfield Bank (*SIELC*)

A grant from the Bank allowed us to continue the *Miracles Through Sound & Movement* program at the Staten Island Early Learning Center, bringing a therapeutic horseback riding experience, music therapy and art therapy to our young students.

### Greater New York Hospital Association

Our relationship with the GNYHA is close to two decades old and is the one constant source of funding for the *Hope & Hearth Holiday Food Voucher* program. This grant allows us to give food vouchers to hundreds of families, older adults and formerly homeless veterans in need, to help them stretch their holiday food budgets.



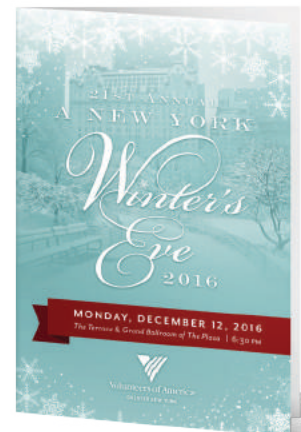
Tere Pettitt, David Matera, and Willie Geist

## A New York Winter's Eve

Our 21<sup>st</sup> annual gala *A New York Winter's Eve* honored David Matera, SVP, Strategic Initiatives with Holt Media Companies and OOH PITCH, for their steadfast support of our work and significant contribution to Operation Backpack®. The evening, co-chaired by Board members Roxann Taylor and Tom Johnson, featured a cocktail reception and dinner prepared by celebrity Chef Todd English, as well as an exciting silent and live auction. Willie Geist of Sunday TODAY with Willie Geist and MSNBC's Morning Joe served as Master of Ceremonies for the second year, adding a tremendous amount of excitement to the event. Join us for the 22<sup>nd</sup> annual gala on December 5, 2017.

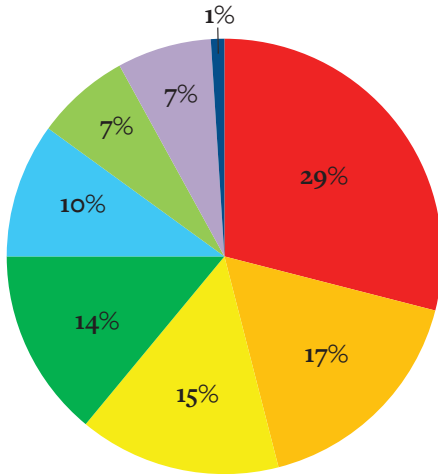
In addition to funds donated by our generous table sponsors, we received significant contributions of product and services from:

- |   |                        |
|---|------------------------|
| Brian DiMarco & Barterhouse                           | The Plaza              |
| Chicago The Musical & National Artists Management Co. | The Weeks Lerman Group |
| Chef Todd English                                     | Veuve Clicquot         |
| Chef Matthew Lambie                                   |                        |
| Chris Tavlarides & Capitol Outdoor                    |                        |
| Delta Air Lines                                       |                        |
| Fairmont  |                        |
| Gerry Cunningham                                      |                        |
| Hamilton Princess & Beach Club                        |                        |
| Hearts on Fire  |                        |
| Pat Martucci of Holt Media Companies                  |                        |



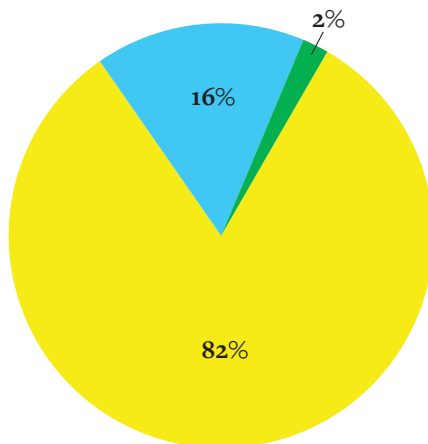
# 2016

## 2016 PROGRAM EXPENDITURES BY SERVICE



- 29% Housing Services
- 17% Services for children and youth
- 16% Behavioral health services
- 14% Shelter services
- 10% Services for Veterans
- 7% Services for victims of domestic violence
- 7% Services for the disabled
- 2% Rehabilitation services

## 2016 EXPENSES



- 82% Program Expenses
- 16% Administrative Expenses
- 2% Fund-raising Expenses

# FINANCIALS

## CONSOLIDATED STATEMENT OF ACTIVITIES

REVENUE	2016	2015
Public Support	\$ 4,739,261	\$ 3,535,204
Grants and contracts from governmental agencies	87,981,493	91,411,281
Rental income	7,854,584	8,711,492
Other income	4,065,084	895,259
Program service fees	3,335,310	1,747,678
<b>Total revenue</b>	<b>\$107,975,732</b>	<b>\$106,300,914</b>

## PROGRAM SERVICES

Housing Services	\$ 26,114,769	\$ 23,999,146
Services for children and youth	15,020,802	15,048,950
Behavioral health services	14,107,711	13,362,886
Shelter services	13,005,645	18,381,352
Services for Veterans	9,080,909	8,059,139
Services for victims of domestic violence	6,146,167	5,804,975
Services for the disabled	6,067,301	5,263,140
Rehabilitation services	490,853	478,871
<b>Total program services</b>	<b>\$ 90,034,157</b>	<b>\$90,398,459</b>
<b>Total supporting services</b>	<b>19,953,579</b>	<b>16,754,686</b>
<b>Total operating expenses</b>	<b>\$109,987,736</b>	<b>\$107,153,145</b>
<b>Operating deficiency</b>	<b>\$ (2,012,004)</b>	<b>\$ (852,231)</b>
Net non-operating (loss)/gain (Note 1)	\$ (4,936,588)	\$ 8,819,219
Decrease in permanently restricted net asset	(119,068)	(11,513)
<b>Change in net assets</b>	<b>(7,067,660)</b>	<b>7,955,475</b>
<b>Net assets - beginning of year</b>	<b>35,767,143</b>	<b>27,811,668</b>
<b>Net assets - end of year</b>	<b>\$ 28,699,483</b>	<b>\$ 35,767,143</b>

## CONSOLIDATED BALANCE SHEET

ASSETS	2016	2015
Cash and cash equivalents	\$ 4,283,282	\$ 3,785,497
Investments	15,583,115	19,160,918
Grants, contracts and accounts receivable	21,719,852	18,886,324
Pre-paid expenses	643,681	375,093
Fixed assets	96,949,272	97,404,543
Other long-term assets	12,404,492	14,509,253
<b>Total assets</b>	<b>\$151,583,694</b>	<b>\$154,121,628</b>

## LIABILITIES AND NET ASSETS

Accounts payable and accrued expenses	\$ 11,510,759	\$ 12,329,596
Other liabilities	15,703,858	14,055,819
Indebtedness	73,249,540	76,160,548
Pension liability	22,420,054	15,808,522
<b>Total liabilities</b>	<b>\$122,884,211</b>	<b>\$118,354,485</b>
Net assets	28,699,483	35,767,143
<b>Total liabilities and net assets</b>	<b>\$151,583,694</b>	<b>\$154,121,628</b>

(1) Variation is due to actuarial valuation of pension liability and variability and timing of real estate development transactions.



info@voa-gny.org



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Tom Johnson, *Vice-Chair*  
Tim Carey, *Treasurer*  
Andrew Brandman, *Secretary*  
Tere Pettitt, *President and CEO*  
Herbert L. Camp, *Chair Emeritus*  
Paige Davis  
Eric P. Gies  
Adele Gulfo  
Cecile Gyles  
Patrick McClymont  
Gary Stein  
Roxann Taylor  
Robert Wolk

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### Privacy Officer on HIPAA Matters

Astrid Garcia-Director, *Performance  
Improvement* (212) 496-4317

### Compliance Officer

Lynne Plavnick, *Vice President, Human  
Resources* (646) 685-0202

Volunteers of America promotes ethical conduct among all of its employees and lives by its shared values. We encourage employees to report violations, behaviors, and practices that could be viewed as unethical by contacting their supervisor, service sector, human resources department, or calling the anonymous, 24-hour, toll-free Employee Hotline: (800) 826-6762

Volunteers of America values cultural diversity and provides employment opportunities and social services to individuals regardless of race, creed, color, religion, national origin, ancestry, sex, sexual orientation, age, physical condition, or disability. Copies of the complete Financial Statement, together with the report of our auditors KPMG Peat Marwick LLP, are available upon request. Volunteers of America-Greater New York is a charitable, nonprofit organization. Gifts and contributions are tax-deductible to the extent provided by law.

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At the forefront of  
social service for

# 125

# YEARS

