

Some people can't imagine
doing what we do.

We can't imagine
not doing it.



Volunteers
of America®
GREATER NEW YORK

Annual Report | 2019





Volunteers of America-Greater New York (VOA-Greater New York) is the local affiliate of the national organization, **Volunteers of America Inc. (VOA, Inc.)** and one of the oldest and largest providers of social services in the metropolitan New York area.

Founded in New York City in 1896 as a charity staffed by volunteers tending to the city's poor, today VOA-Greater New York has 1,300 paid staff working in 80 programs across New York City, Westchester County and Northern New Jersey.

Each VOA, Inc. affiliate is encouraged to address the needs of its local community and hence, here in New York we are at the forefront of developing affordable, supportive housing for seniors and other vulnerable populations, providing a service-rich continuum of care for veterans, and more.

The families and individuals we serve present a wide range of needs we are committed to addressing with compassion, creativity and respect. Our services ex-

tend to survivors of domestic violence; individuals and families — including veterans — experiencing, or at risk of homelessness; people living with HIV/AIDS, behavioral health, and substance use issues; adults with developmental and intellectual disabilities; preschoolers with developmental delays; older adults on limited incomes, many with a history of homelessness; and at-risk youth.

Many of our programs are nationally recognized and meet the rigorous standards of accrediting bodies CARE, COA and the NAEYC. The work we have begun with veterans, facilitating peer-to-peer counseling through a program called Battle Buddy Bridge®, and the work we are doing to raise awareness of the impact of untreated Moral Injury, is unique to Volunteers of America.

Volunteers of America, Inc., has a presence in 400 communities in 46 states and helps 1.5 million individuals every year.

About Our Name

When Volunteers of America was founded in 1896 it was staffed by people volunteering to make service their life's work. Back then, "to volunteer" — as in the volunteer militia — meant to serve others as a vocation.

PICTURED ON COVER: Warren is a graduate of Synergy, one of VOA-Greater New York's independent living programs in Northern New Jersey for at-risk youth who are about to age out of foster care. PICTURED ABOVE: VOA-Greater New York staff participate in the 2019 AIDS Walk in Central Park.

Dear Friends

Volunteers of America-Greater New York touched the lives of nearly 40,000 men, women and children this year. We provided immediate and long-term help and rekindled hope that had been all but extinguished due to crushing life experiences.

We are pleased to give you a glimpse into the work we do — with support from the community — that changes and often saves lives. Most of our 80 programs involve emergency, transitional or permanent housing where the needs of our clients are a 24/7 responsibility.

Whether monitoring the front desk to ensure our residents' safety and security, responding to a client's medical emergency in the middle of the night, or accepting a mother with children seeking shelter from an abuser, our staff are prepared to meet the greatest or smallest needs and handle the unexpected. They use skills they have honed and apply the evidence-based modalities in which they have been trained, with great compassion. They are heroic — as are the people we serve who confront daunting challenges and have the courage to face and overcome them.

Twins Adrianna and Allison have autism and attend the Early Learning Center, our preschool on Staten Island. Linda, an army veteran, made a home at Commonwealth Veterans Residence, and brothers Warren and Isaiah found the opportunity to "practice" independent living in our Youth Services Program, before aging out of foster care.

Our founders promised, "We will go wherever we are needed and do whatever comes to hand," a pledge as relevant today as it was when first pronounced 124 years ago. We innovate and develop new programs and scale existing ones, as the needs require.

In response to the opioid epidemic we have become a certified Opioid Response Site and will soon start training our own staff and clients onsite to administer Narcan® to reverse opioid overdoses.



The lack of affordable housing in NYC coupled with the growing number of low-income seniors in inadequate housing was the inspiration for our East Clarke Place Senior Residence in the Bronx. East Clarke Place is nearly ready to accept older adults into its 122 units of supportive housing and we are about to break ground on a similar, 118-unit building called Andrews Avenue South Senior Residence.

This year VOA-Greater New York was one of only three organizations invited to pilot a federally funded program aimed at stemming the alarming rate of veterans losing their housing. We were selected because of our superb record of rapidly rehousing veterans, intervening to prevent homelessness, and conducting job training and placement. The pilot program is already making inroads, keeping veterans and their families housed and on the path to finding or upgrading current employment.

We are grateful for the generosity and vision of our friends throughout the community who trust in VOA-Greater New York to deliver impactful services to our neighbors in need. We welcome you to get involved in any way you can to help us meet the growing demands for our services.

Tere Pettitt Gerry Cunningham

TERE PETTITT
President and CEO,
Volunteers of America-
Greater New York

GERRY CUNNINGHAM
Chairman of the Board of
Directors, Volunteers of
America-Greater New York

Responding to the needs of the community

Watch this video to see why we do what we do: voa-gny.org/becauseofvoagny

Outreach, Transitional and Supportive Housing for Individuals and Families

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

Survivors of Domestic Violence

We offer safe, emergency housing to families recovering from domestic violence, while providing intensive interventions that empower the survivor to prevent further abuse once they leave the shelter.

Veterans

We are the largest provider of supportive housing for veterans in New York and offer a service-rich continuum of care that includes outreach and homelessness prevention, employment services and permanent housing.

Children with Developmental Delays

Two Early Learning Centers provide all the therapeutic services pre-school age children with developmental delays need to prepare them for the least restrictive kindergarten environment possible.

Adults with Intellectual and Developmental Disabilities

We provide supervised apartment living for adults with intellectual and developmental disabilities so they may remain safely in the community, engaged and supported.

At-Risk Youth

Supervised apartment living in New Jersey prepares youth to successfully transition from the foster care system to mature, independent adulthood.



Individuals with Behavioral Health and Substance Use Disorders

In addition to our specific behavioral health programs, we also provide services to those in many of our other programs who are living with behavioral health and/or substance use disorders with the goal of keeping them safely housed and healthy, in the community.

People Impacted by HIV/AIDS

We offer permanent, supportive housing to men and women living with HIV/AIDS.

Older Adults

Permanent, supportive, affordable housing for older adults does more than just provide our clients with a place to live; it ensures they are safe, healthy, and as engaged in the community as possible.



Safe, Affordable Housing for Seniors

The number of seniors experiencing homelessness is on the rise. Many more are isolated, living in inadequate housing and forced to choose between paying their rent and utility bills or buying proper food.

VOA-Greater New York's two newest housing projects are both located in the Bronx — [Andrews Avenue Senior Residence](#) (above) and [East Clarke Place Senior Residence](#), which was topped out in September (below) — and will provide over 200 new units of affordable, supportive housing for low- and extremely low-income seniors, allowing them to age safely, with dignity, and not alone.

Intended to support socialization and connection to the surrounding community, the buildings will be full of gathering spaces, accessible outdoor areas, and large windows that will create light, airy interiors. Both programs will include all the services residents need to remain as independent and engaged as possible, with case management services, assistance with benefit applications, recreational activities and more.



#BecauseofVOAGNY
38,951 lives
were changed for the better.

Isaiah and Warren

Two brothers find jobs, housing and stability in the Synergy program.



The bond between brothers Warren and Isaiah is unmistakable, despite not growing up by each other's side.

In 2003, their mother who struggles with mental illness, suddenly and without a plan, moved the family — Warren, Isaiah and their two older siblings — from New Orleans to New Jersey where they found themselves in a shelter for homeless families. Soon after, concerned about the children's welfare, social services removed the children from their mother and placed each in a separate foster home. Warren was six years old and Isaiah, three. Isaiah's placement was hours away and so, he did not get regular visits home like his older brother.

Through the years, the children would return to their mother when she felt capable of caring for them, and go back into the system when she was not. Isaiah was placed with a family that took him back each time he was in care. Warren, struggling with authority and discipline, bounced between multiple foster homes and institutions. This pattern set the stage for the entirety of their childhood.

Along the way, the boys' case workers did what they could to provide some stability, ensuring continuity in their schooling, and both boys are proud to say they "walked." They earned their high school diploma and attended graduation. The



boys credit their mother too, for instilling in them the importance of school.

Finding Stability at Volunteers of America-Greater New York

As older teens, Warren and Isaiah continued to experience instability at home until finally, 20 years old and living in his car, Warren was found by the brothers' former case worker and encouraged to look at VOA-Greater New York's **Synergy Program** for at-risk youth. When Warren visited Synergy and the apartment he would share with a roommate, and met Aisha (*pictured above*), the person who would be his case manager, he decided to give it a try. The one-year program gave Warren the stability he needed to find his footing.

In Warren's words, living at Synergy allowed him to "practice" living independently while receiving guidance and support from staff. They taught him about managing his money and building credit, caring for a home — he enjoys hands-on projects and learned to fix just about anything in the apartment — and all other life skills in preparation for him truly being on his own.

Warren is proud of what he accomplished. He secured a full-time job with benefits, achieved his goal of saving up for a car, and eventually moved into his own apartment. He even felt confident enough to host Thanksgiving dinner for his family and VOA-Greater New York staff last year.

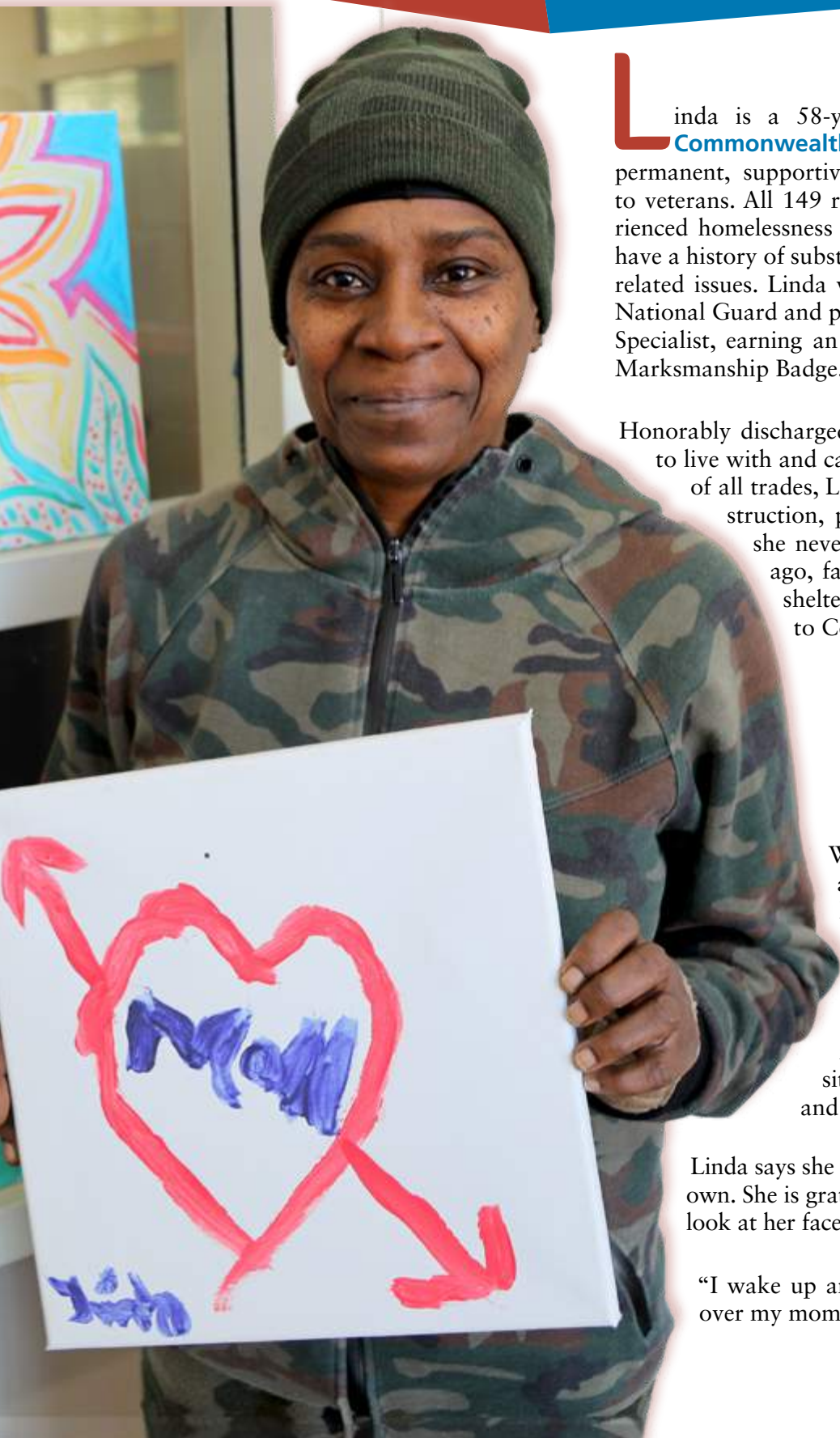
Based on his brother's successful experience at Synergy, Isaiah, who had been living in a transitional program elsewhere, applied to the same program and actually moved into Warren's old room. The supervised autonomy of this new situation has enabled Isaiah to balance a full-time job at the Y, enroll in Bergen Community College, and actively participate in his church and sing in the choir. He plans to pursue a career in special education or mathematics. Warren dreams of owning his own barbershop.

Looking back, Isaiah says their early experiences were not "terrible." In fact, he feels they shaped him into the person he is today. But both young men agree that their time at VOA-Greater New York significantly increased their confidence and, ensuring their everyday needs were met, enabled them to focus on reaching their long-term goals.

Meet another young person whose life was changed by VOA-Greater New York: voa-gny.org/max

Linda

A veteran finds a home and renewed purpose.



Linda is a 58-year old army veteran who lives at **Commonwealth Veterans Residence**, one of two permanent, supportive housing residences dedicated solely to veterans. All 149 residents at Commonwealth have experienced homelessness at some point in their lives and many have a history of substance use, mental illness or other health-related issues. Linda was 20 when she enlisted in the Army National Guard and proudly served stateside as a 76C Supply Specialist, earning an Army Service Ribbon and Basic Rifle Marksmanship Badge.

Honorably discharged after six years, Linda returned home to live with and care for her mother. A self-described jack of all trades, Linda usually had a job — working construction, painting, whatever was needed — but she never quite found her footing. Three years ago, falling on hard times, Linda entered the shelter system and, as a veteran was assigned to Commonwealth.

See how we helped another veteran: voa-gny.org/david

When her mother passed, Linda was devastated and two years later still misses her every day. Now more than ever Linda needed a purpose and the staff at Commonwealth recognized that. When there is a task that needs a volunteer, they call on Linda who never refuses. Linda regularly attends the on-site Relapse Prevention Group meeting, and always finds a willing ear in staff.

Linda says she would be lonely if she were living on her own. She is grateful to be here, where staff have only to look at her face to know when she needs to talk.

“I wake up and thank the Man above for watching over my mom in heaven and for watching over me.”

Adrianna and Allison

In preparation for kindergarten, the girls receive all the support they need.



At four years old, twins Adrianna and Allison are as different as two sisters can be. Adrianna is gentle and affectionate while Allison is strong and determined. But the young sisters share one key characteristic: they both have autism.

Diagnosed at 18 and 21 months old respectively, each received Early Intervention to begin addressing their developmental delays. Based on their therapists’ recommendations, the girls were enrolled at the **Staten Island Early Learning Center** (SIELC), one of two schools VOA-Greater New York operates for children with cognitive and language impairments, social or emotional issues, and sensory and motor delays. In this cozy, four-classroom school the girls could receive all the therapies they needed to prepare them for kindergarten — including the highly individualized, evidence-based therapy called Applied Behavioral Analysis (ABA).

When Allison first arrived at the school, she was completely non-verbal, highly anxious and acutely sensitive to sound. But fairly quickly, her experience at the SIELC was life changing. Allison’s anxiety abated and she began to regain her speech. By the end of her first year, Allison was ready to move from her class of eight children to a class of twelve, where the children needed less intensive

interventions. Parents Dawn and Ritchie credit the skill and dedication of the school’s teachers and therapists with the strides the children made that first year.

“The 12:1:2 classroom, with more children and fewer teachers and assistants, is helping Allison tremendously,” says Ritchie. “She’s around kids who are speaking and more independent, and she’s showing much of the same behavior — it’s bringing out all that she has inside her.”

Adrianna, in her smaller 8:1:4 classroom where each child receives ABA tailored to their unique needs, is making strides too. Where once she struggled with even basic skills like stacking blocks, she is now learning to focus on a task and participates in activities like yoga, music and story time.

Not only is the SIELC a haven for its students, the parents have a tremendous support system in each other. Dawn, who heads the parent council says, “I love this school, the teachers and therapists... everyone!” As Allison and Adrianna finish their second and final year at the SIELC and prepare to transition to kindergarten, Dawn and Ritchie savor the time they have left at the little school that has given their girls a strong foundation.

Meet another child at the SIELC: voa-gny.org/nico

Support from Our Partners

We are grateful to those who are committed to caring for the city in which they live and work.

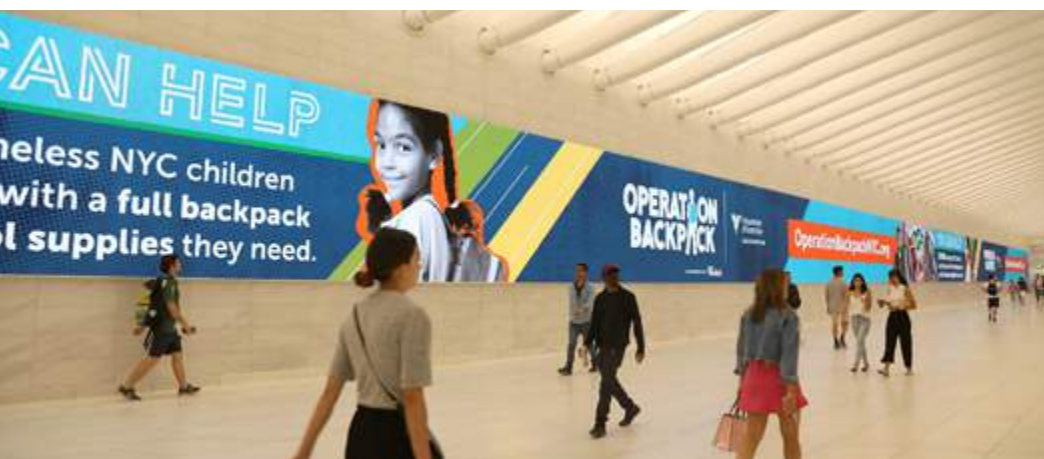
Support from our partners takes many forms, and we rely on and appreciate them all.

Significant financial support for Operation Backpack® from Wells Fargo Foundation, Walgreens, JPMorgan Chase & Co. and The Sol & Margaret Berger Foundation helped ensure that 19,000 homeless NYC students received a new, full backpack in time for the first day of school. This also would not have been possible without major in-kind support from RXR Realty, FedEx, HarperCollins Publishers, and The Weeks Lerman Group, and Creative Mobile Technologies, Unibail-Rodamco-Westfield and Vector Media which contributed out-of-home advertising space to publicize the campaign.

Operation Backpack® was recognized by the New York Yankees with an on-field ceremony, we were invited by the New York Stock Exchange to ring the Closing Bell® where Jeff Bruneteau of Walgreens did the honors, and key partners joined us live on the TODAY show to pack the final 500 backpacks.

A *New York Winter's Eve*, our annual benefit at The Plaza, raised \$870,000 by our board, corporate partners, individual donors and this year's Spirit of the Founders Award recipient, Cushman & Wakefield. Willie Geist returned as Master of Ceremonies.

Volunteers too made their mark, with more than 2,000 participating during Operation Backpack® representing 353 companies and other community groups, including Pepsi-Cola Bottling Company of New York, IHS Markit, Prologis, Randa Accessories, Birchbox, and the NYPD Transit Bureau. Many more volunteers enriched the lives of clients by hosting dinners for veterans, transforming a children's play space at our family shelter, offering job skills training, or simply engaging in conversation over a game of chess.



TOP ROW: VOA-GNY Board Chair joined by Walgreens, Pepsi-Cola Bottling Co. of NY, Malachite Gives and Flagship at the NYSE; FedEx delivers backpacks; JPMorgan Chase & Co. volunteers.
 CENTER ROW: 2019 honoree Cushman & Wakefield; Operation Backpack® ad on Vector Media bus; PepsiCo serves lunch to veterans. BOTTOM ROW: Operation Backpack® ad in Westfield World Trade Center; Lenox Advisors spruces up a veterans residence garden; The Weeks Lerman Group on the TODAY show.

We thank our generous donors

Booth Legacy Society Members

The Booth Legacy Society recognizes our forward-thinking friends who have established a legacy of support for Volunteers of America--Greater New York with a gift in their estate plans. The Society is named for our founders, Maud and Ballington Booth, two individuals who dedicated their lives to helping the most vulnerable individuals and families.

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Volunteers of America-Greater New York values each and every donor, and we apologize for any omissions or misspellings of names. If we have made an error, please contact us. (212) 496-4358 | donors@voa-gny.org.



2019 EXPENDITURES BY SERVICE

- 30% Housing
- 20% Children and Youth
- 18% Shelter
- 17% Behavioral Health
- 8% Survivors of Domestic Violence
- 5% Veterans
- 2% Intellectual and Developmental Disabilities
- <1% Rehabilitation



2019 EXPENSES

- 86% Programs
- 12% Administration
- 2% Fundraising

Financials

STATEMENT OF ACTIVITIES For the fiscal year ending June 30, 2019

REVENUE	2019	2018
Public Support - cash	\$ 2,314,840	\$ 1,393,247
Public Support - gifts in kind	3,378,974	3,721,375
Grants and contracts from governmental agencies	84,142,992	89,534,373
Client income	4,742,607	4,826,377
Investment return appropriated for operations	1,750,000	1,750,000
Other income	1,266,725	843,210
Program service fees	2,250,593	3,537,360
Total revenue	\$ 99,846,731	\$ 105,605,942

PROGRAM SERVICES	2019	2018
Housing services	\$ 26,110,797	\$ 28,784,988
Services for children and youth	17,203,450	15,070,672
Shelter services	15,900,891	14,353,479
Behavioral health services	14,783,090	14,559,624
Services for victims of domestic violence	6,987,004	6,958,951
Services for Veterans	4,490,444	8,578,410
Services for the disabled	1,565,553	6,275,224
Rehabilitation services	469,697	491,034
Total program services	\$ 87,510,926	\$ 95,072,382
Total supporting services	14,568,984	14,832,421
Total operating expenses	\$ 102,079,910	\$ 109,904,803
Operating deficiency	\$ (2,233,179)	\$ (4,298,861)
Net non-operating loss (Note 1)	\$ (3,848,880)	\$ (56,837)
Increase in permanently restricted net asset	21,674	28,693
Change in net assets	\$ (6,060,385)	\$ (4,327,005)
Net assets - beginning of year	43,896,334	48,223,339
Net assets - end of year	\$ 37,835,949	\$ 43,896,334

BALANCE SHEET

ASSETS	2019	2018
Cash and cash equivalents	\$ 2,066,224	\$ 3,613,422
Investments	44,589,146	42,227,709
Grants, contracts and accounts receivable	24,679,320	23,438,373
Prepaid expenses	385,031	982,636
Fixed assets	13,068,942	14,231,508
Other long-term assets	15,116,188	14,549,262
Total assets	\$ 99,904,851	\$ 99,042,910

LIABILITIES AND NET ASSETS	2019	2018
Accounts payable and accrued expenses	\$ 7,208,567	\$ 8,011,851
Other liabilities	15,709,582	14,477,753
Indebtedness	22,001,978	18,680,331
Pension liability	17,148,775	13,976,641
Total liabilities	\$ 62,068,902	\$ 55,146,576
Net assets	37,835,949	43,896,334
Total liabilities and net assets	\$ 99,904,851	\$ 99,042,910

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

BOARD OF DIRECTORS

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Tim Carey

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CORPORATE PRIVACY OFFICER

Nicole Gniewkowski

Director of Performance Improvement

& Corporate Privacy Officer

(212) 496-4369

CHIEF COMPLIANCE OFFICER

Lynne Plavnick

Vice President of Human Resources

& Chief Compliance Officer

(646) 685-0202

2019 GOVERNMENT FUNDERS

Homeland Security Grant

NJ Department of Children and Families –
Division of Children’s System of Care

NJ Department of Community Affairs

NJ Department of Human Services –
Division of Developmental Disabilities

NJ Department of Human Services –
Division of Mental Health and Addiction Services

NJ Department of Human Services –
NJ Medicaid

NJ Division of Child Protection and Permanency

NJ Housing and Mortgage Finance Agency

NYC Department of Education

NYC Department of Health and Mental Hygiene

NYC Department of Homeless Services

NYC Department of Homeless Services –
Emergency Shelter Grant

NYC Department of Youth and Community Development

NYC Human Resources Administration

NYS Education Department

NYS Office of Alcoholism and Substance Abuse Services

NYS Office of Mental Health

Port Authority of NY and NJ

U.S. Department of Housing and Urban Development

U.S. Department of Veterans Affairs

Westchester County Department of Social Services

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Copies of the complete Financial Statement, together with the report of our auditors KPMG Peat Marwick LLP, are available upon request. Additionally, the Pro Forma 990 is 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 the law.



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