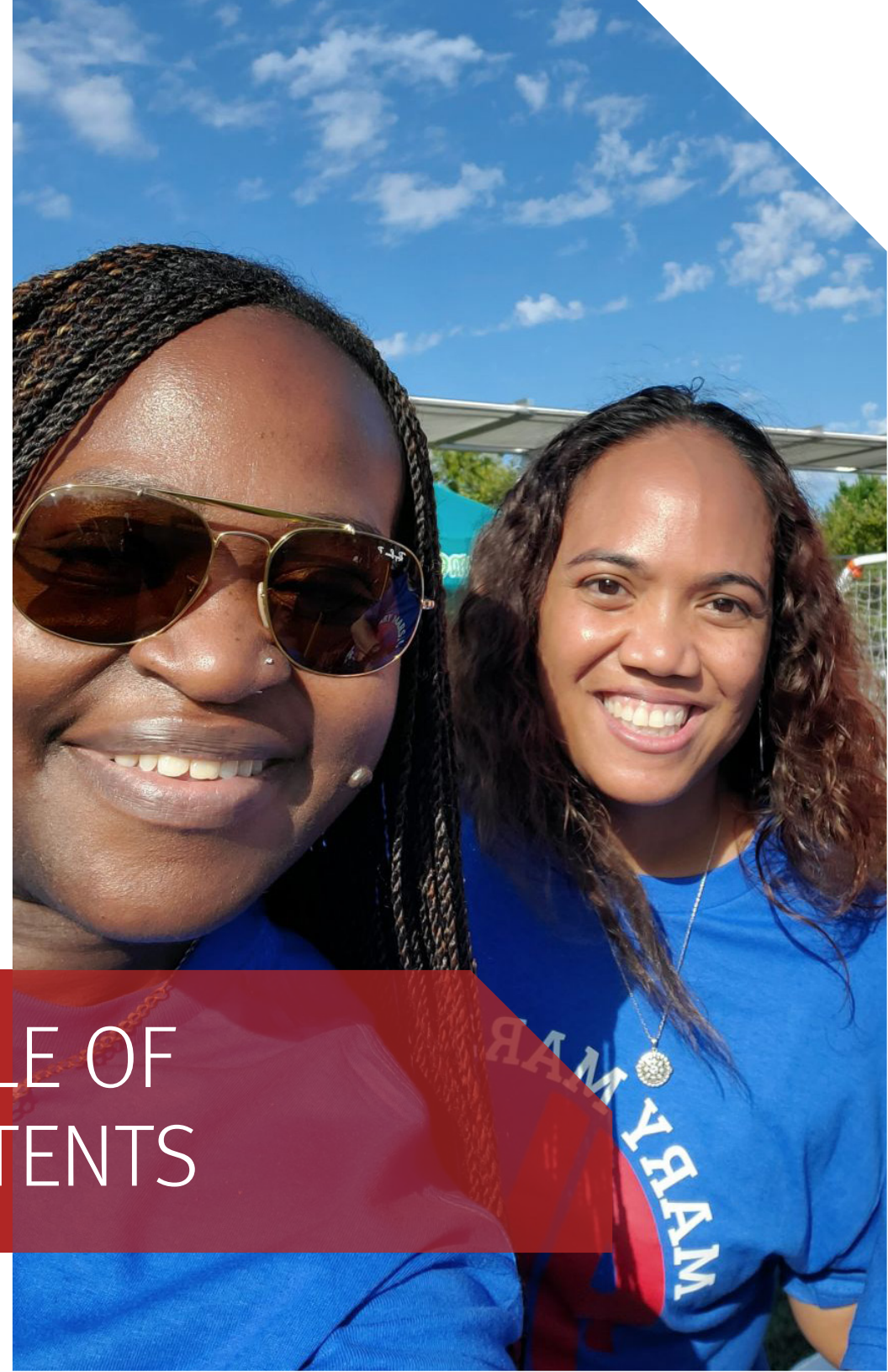




FY22 IMPACT REPORT

...a place  
to call home

Introduction Letter	1
Mission Statement	2
Who we are	3
Strategic Plan Goals	5
Year in Review	6
Partnership Highlights	9
PACE	14
Building the pipeline	15
Great place to work	16
Board of Directors and Executive Leadership	18
End of Year Financials	21



# TABLE OF CONTENTS

# INTRODUCTION LETTER

Dear Partners,

It is with immense pleasure and pride that we present the Volunteers of America National Services (VOANS) Fiscal Year 2022 Impact Report. In this report, we collected a snapshot of our impressive results and heartfelt testimonies from people that we serve through our work in affordable housing, senior health care, social and resident services, and community development across 38 states, the District of Columbia and Puerto Rico.

The VOANS fiscal year is one to celebrate. VOANS served over 33,900 individuals and housed over 10,000 residents across 241 properties. We are proud to report that 91% of our residents engage with service coordinators to improve overall resident health and well-being. With a VOANS investment in staff training, over 2,100 classes were taken by the housing team to ensure quality customer service leading to 87% of our residents stating they would recommend our housing to a family or friend.

Throughout the industry, affordable housing production was challenging with rising interest rates, increased construction costs, disrupted supply chains and access to capital resources, but VOANS emerged as a top developer of affordable housing ranking #29 on the annual Affordable Housing Finance list with over \$250 million in development costs and just over 800 units under construction throughout the year.

As we reflect on the successful and inspiring year, we must say what an honor it is to lead the tremendously talented staff of over 2,600 individuals who show up to serve every single day. This special team earned certification as a *Great Place to Work* for the fourth Year. We realize that we do not do this work alone. Our work is only possible through our partnership with our industry partners and collaboration with our local Volunteers of America affiliates.

Thank you for helping us accomplish what we continue to do each year; we look forward to further work together as we join forces with our aligned missions, knowledge, advocacy and finances to take action for positive impact to produce high quality affordable housing, provide senior health care with excellence and strive for equitable communities.

We are capable of exceeding our greatest expectations when we work together.

Yours in Service,



**Mike King**

*President & Chief Operating Officer*



**Kimberly Black King**

*Interim Chief Operating Officer  
Chief of Real Estate Development*

# MISSION STATEMENT

To engage in the advancement, support, promotion and administration of health, housing, and supportive services, in the ongoing effort to alleviate poverty, human suffering, and distress, all in accordance with the faith-based principles of Volunteers of America.

# WHO WE ARE

Volunteers of America National Services (VOANS), an affiliate of Volunteers of America, Inc., is a **affordable housing developer and senior healthcare provider with operations nationwide** and in Puerto Rico. VOANS has a long-established national presence as a **quality provider of both housing and health care**. The two business lines were merged to provide the financial and administrative strength needed to support these complex businesses in 1997. VOANS serves a wide variety of clients facing challenges due to income, age, physical or mental disability, with a special focus on seniors. The dramatic projected increase in the number of older adults in the United States who are living longer with fewer resources, coupled with the emergence of managed healthcare, has created a demand for providers that can **efficiently and skillfully integrate affordable housing, healthcare and other supportive services**. VOANS is one of the few organizations with a **proven track record in both serviced enriched affordable housing and senior care**, thus it is uniquely positioned to take advantage of the increasing opportunities to leverage strengths from each business line.



Over **33,968** served annually in **38** states and Puerto Rico

**75%** Senior

**20%** Family

**5%** Special needs (*disabled, Veterans, etc*)

### Affordable housing owned and operated by VOANS

**241** Properties

**13,587** Units

### **2677** Employees

**2440** employees in senior living/healthcare

**237** employees in housing development // residents services // operations

### **169** properties utilize the service coordination model

These dedicated team members enable residents to live independently, longer in their homes, decrease hospitalization and nursing home admissions and improve residents' quality of life.

**Out of 10,026 residents** at the properties with service coordinators, **91%** of the residents use the service coordinator program.

The program or Coordinators connect residents to benefit checkups, health and transportation services, meal programs, social activities, exercise and educational opportunities.



### Senior living and healthcare snapshot

**5269** people served in **7** States

- 8** Home Health Agencies
- 3** Program of All-inclusive Care for the Elderly (PACE)
- 1** Meal Program
- 1** Adult day services
- 1** Senior Behavioral Health Hospital
- 11** Skilled Nursing facilities
- 12** Assisted Living facilities
- 7** Independent Living facilities
- 10** Memory Care Units



## WHO WE ARE

## SENIOR LIVING



“My wife had a stroke in mid-August. We were told to prepare for the worst. In mid-October, she came here to *The Preserve* and that is when our journey really began. The progression and rehab/recovery lifted her spirits. **She was determined to get better and return to her independence, as much as possible.** Our favorite CNA that comes to mind was Penny. Her diligence in working with my wife when she had no appetite was appreciated.

Tish the nurse and so many others really contributed to her success. Therapy... WOW. Lisa in Speech Therapy worked on her enunciation and her mind. She worked on forming sentences, putting words together, and simply worked miracles.

The last 3 months she was here we both remembered every person. They all made an impact on us and they cared 100%. The staff truly didn't just see this as a job- it was a calling and a passion. It was an outpouring of love and belief in her abilities to get better that made all the difference. She had good days and bad days, but the understanding and response was just amazing. I can't say enough good things. The therapy group has been fantastic. In situations like this- people can come across caregivers they don't like, but that didn't happen to me here. Everyone was upbeat and wanting to work with her. The facilities and the amenities have been awesome. She looks forward to coming back here for outpatient therapy. She is beaming to see all her friends again.

Recently, on one of our most recent trips to outpatient therapy, the team had her in the Tollos lift system and surprised me with a dance to Elvis' I Can't Help Falling in Love. Elvis was her favorite since childhood and the smile in her eyes as she danced hand in hand with me spoke volumes. The dancing was above and beyond for both of us in our spiritual healing journey, beyond the physical therapy. This simple gesture of arranging this for us came from a place of love, not a job duty.

I have worked in the National Hockey League for over 50 years, and the therapy team here at *The Preserve* functions as smoothly as some of the Stanley cup teams I've been around for decades. The team work was on par with professional teams.

**My wife's stay here at The Preserve couldn't have been any better”.**

- “Jiggs” McDonald

# I CAN'T HELP FALLING IN LOVE

Innovate...

Integrate...

Cultivate...

Elevate...



**VOANS' OVERARCHING GOAL**

is to be a **nationally recognized leader** in the continuum and intersection of housing and healthcare services to lift up seniors, families, veterans and others in need of service. Action is at the core of the VOANS strategic plan. This plan is designed to position VOANS as an effective, nimble, creative agent of change in an increasingly dynamic environment. The four strategic elements are:

**Elevate Organizational Infrastructure**

Maintain a strong organization that supports improved integration of housing and health care expertise.

**Innovate in Housing and Health Care**

Implement quality cost effective programs to better serve communities.

**Cultivate Partnerships**

Grow VOANS reach and capacity by collaborating with others that bring financial means, thought leadership and opportunity.

**Integrate Well-being**

Promote all aspects of well-being for our clients, our team and the communities we serve.

VOANS  
STRATEGIC  
PLAN  
2020 - 2023

# YEAR IN REVIEW



**Acquired 455 units** of family affordable housing in Puerto Rico.

The Oaks in Dallas, TX **closed on \$50M project** with 260 senior units.

**Awarded \$5M** from CDFI's FY21 Capital Magnet Fund allocation. This makes our 6th award, totaling over \$28M. To date, has supported the construction, acquisition or preservation of over 2,700 units of affordable housing.

## Top 50

List of Affordable  
Housing Finance

## #29

on the list of  
Top 50 Developers

## #8

on the list of Top 50  
Affordable Housing Owners

**Launched HOME**, Housing Operations Metrics of Excellence. Includes: New benchmarks to evaluate property management, Edge2Learn training platform for property management and maintenance and OneSite, property management software.

**Over 2100 classes taken** by housing team members on Edge2Learn platform so that everyone is more confident and skilled in property management. Training topics range from Accommodating Assistance Animals to Time Management to Leasing to Curb Appeal to Risk Management.

Process Improvement, Value and Optimization Team (**PIVOT**) **launched** its intake process for organizational process improvement project submissions. The team is actively working on and projected to facilitate 12 projects.

Kicked off implementation of **M-Files**, an organizational-wide document management solution for document creation, management, retention and destruction practices.

**Strengthened our IT system controls and security**, adding such items as VPN and multi-factor authentication.



# 86%

of our residents feel safe in their communities

# 87%

of our residents would recommend their community to a family member or friend

# 90%

is the average REAC score for the housing portfolio (national average is 85.9%) Real Estate Assessment Center (REAC) is the U.S. Department of Housing and Urban Development's housing quality performance assessment.

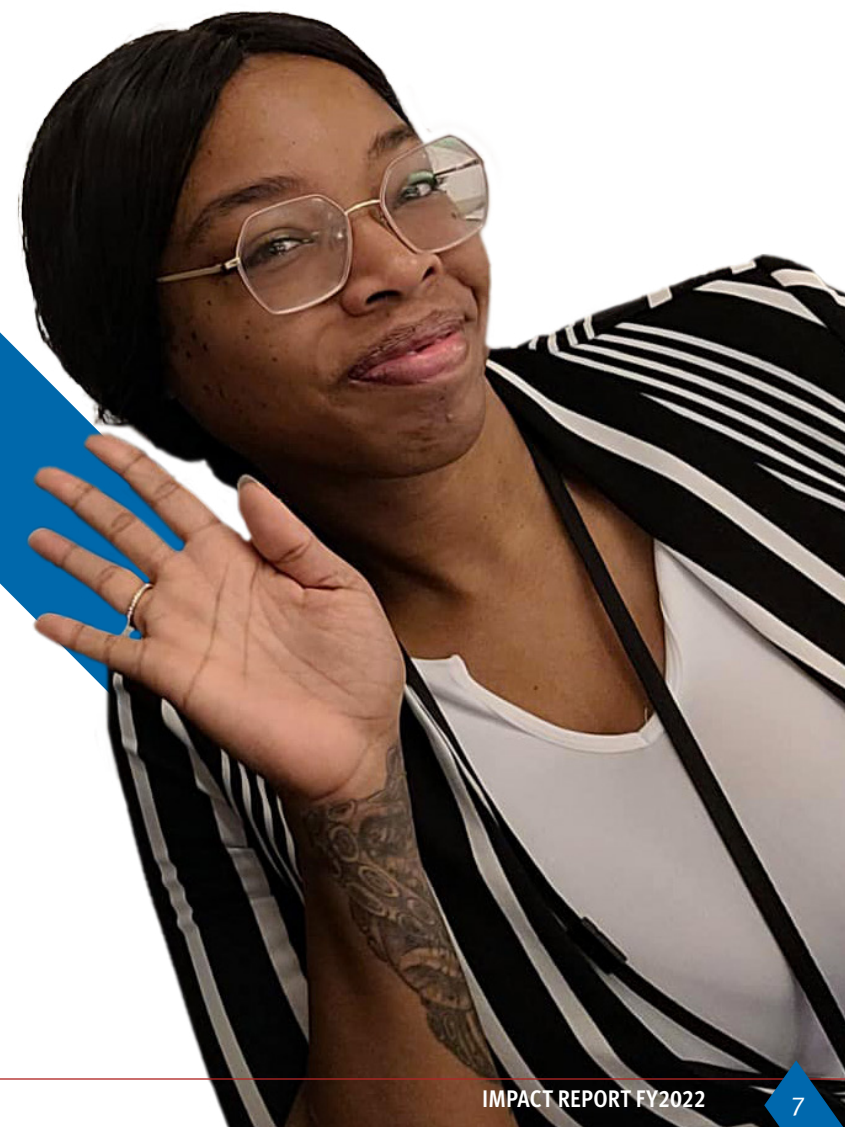
## HRIS (UKG system)

Implementation of UKG (Ultimate Kronos Group) is underway — integrates HR functions into a unified system.

- Reduce the number of disparate systems for HR and Payroll
- Improve and maintain data integrity of the system to allow for data-driven decisions
- Enhance manager and employee access

## PACE expansion to three new sites:

- Jefferson County, Kentucky
- Northern Kentucky
- Prince George's County, Maryland



## HOME HEALTHCARE



A resident of Parker Skyview in Minneapolis, MN, Rohan Campbell exemplifies how residents and the VOANS team work together to make a home, even with the most challenging of circumstances. Parker Skyview offers affordable, subsidized home healthcare for low income adults 50 years and older.

Rohan came to VOANS with significant medical issues including Diabetes, Polymyostosis and Interstitial Lung Disease. With individualized care and compassion, the team at Parker Skyview helped Rohan get back to playing the guitar and enjoying his life again. Rohan highlights how simple questions such as “is there anything you need?” to more complex task management of his medications and medical appointments demonstrate VOANS commitment to residents and their healing and wellness. Daily check-ins by the VOANS team allow for needed adjustments. Rohan says he **“ *marvels at the attentiveness to my physical healing.*”** Rohan describes how blessed he is and how he appreciates the team **“ *they offer compassion, transparency, efficiency and the highest possible care in pursuit of my happiness and peace of mind. Thank you.*”**

Rohan is a native of Guyana, South America. He learned to play the guitar from Dr. Elizabeth Schlenker from Silverdale, PA who was a missionary at the time. Rohan later immigrated to the United States and enjoyed his career as a securities Investment Analyst for Mutual of Omaha, and Investment Banking Manager for Lutheran Brotherhood. He is a proud father of three girls and a grandfather of two granddaughters. He again has a home where he is comfortable, and his family knows he is safe.

## ROHAN CAMPBELL

**PARTNERSHIP HIGHLIGHTS**

Welcoming residents in late 2023, The Oaks is a new construction, mixed-use community in Dallas, TX providing 260 units of mixed-income housing for seniors. A joint venture with the DHA Housing Solutions for North Texas, the project utilized Low Income Housing Tax Credits, mortgage revenue bonds and private sources to fund the \$50MM project. Once complete, the property will be managed by VOA Texas, offering a myriad of onsite amenities, including:

- OVER 5,000 sf OF COMMERCIAL SPACE
- BUSINESS CENTER
- FURNISHED COMMUNITY ROOM
- OUTDOOR COURTYARD WITH GRILLS
- COMMUNITY GARDEN
- TWO DOG PARKS



Together with Volunteers of America, Inc. and six (6) affiliates, VOANS received a \$1.1M Public Health AmeriCorps grant to deploy 38 Community Health Workers in seven (7) states and Puerto Rico. The new Community Health Workers provide outreach, assist in navigation of services, and provide counseling and coaching to underserved populations to increase access to health care and address health inequities. VOANS will deploy:

- Community Health Workers in the Western Slope of Colorado to extend the reach and service of the care and resource services.
- Community Health Workers in affordable senior housing in Puerto Rico.

PARTNERSHIP HIGHLIGHTS



Paloma Garden received an allocation of low income housing tax credits from **Colorado Housing and Finance Authority**. Elevating available housing options for low-income older adults age 62+ in Colorado Springs, the community results from the combination of two adjacent properties into one new affordable housing community.

The re-development **preserves and adds to affordable housing in the area**, with construction of a **new 75 unit** apartment building and **renovation of a 50 unit** existing building formerly known as Laurel Gardens.

Additional financing will be provided by the **City of Colorado Springs** and the **State Division of Housing** as well as the **Colorado Health Foundation** with a **\$250,000 grant** to underwrite the Aging with Options at the property.

# PARTNERSHIP HIGHLIGHTS

VOANS hosted its inaugural Health & Housing Symposium at the LeadingAge Leadership Summit in Washington, D.C. The Symposium highlighted innovative models of care, service, and housing powered through partnerships with housing providers, healthcare partners, community-based supportive services, and agencies to improve health equity, health outcomes, and the ability of older adults to age in community. The event was sponsored by Parker Health Group. Featured speakers were from HUD, ACL, ASPE, AmeriHealth Caritas, UnitedHealthcare, LeadingAge LTSS Center, Parker Health Group, and Hebrew SeniorLife.

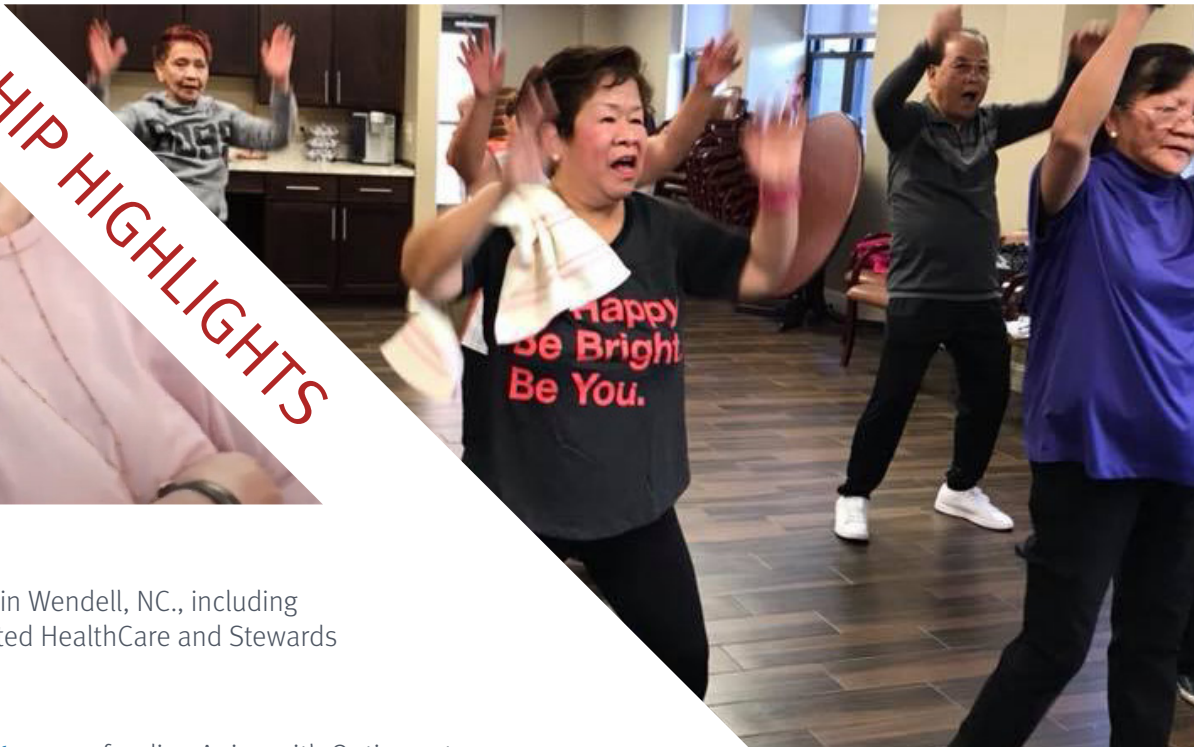




PARTNERSHIP HIGHLIGHTS

In collaboration with **Parker Health Group**, VOANS developed and launched **CommUnity Commons**, a health and wellness community engagement platform for residents at Harborview, a 100-unit affordable senior housing community in Jersey City, NJ.

Through CommUnity Commons, residents can access on-demand fitness and wellness videos for older adults, curated health education, and virtual events.



Launched a **new Aging with Options** site at **Crestfield Apartments** in Wendell, NC., including hiring a part-time Community Health Worker. Program funders are United HealthCare and Stewards of Affordable Housing for the Future.

**United HealthCare** and **Stewards of Affordable Housing for the Future** are funding Aging with Options at Desert Oasis I and II in Las Vegas, NV. This partnership includes a full-time Community Health Worker.

Local NBC Affiliate in Oklahoma City, Oklahoma *Pay It 4ward* team honored **April Wooten**, **Community Health Worker**, at Bent Oak property.

**Article:** <https://kfor.com/news/pay-it-4ward/pay-it-4ward-team-honors-frontline-fighter-at-choctaw-senior-home>

**Video:** [https://youtu.be/iD7S\\_svvSkE](https://youtu.be/iD7S_svvSkE)



## Innovative Dwellings Permanent Supportive Housing Solutions for Veterans

VOANS was awarded a three(3) year, \$3 million grant from the Wells Fargo Foundation in 2020 to **create 125 units** of permanent supportive housing for homeless veterans in four VOA markets: Austin, Los Angeles, Minneapolis-St.Paul and Raleigh-Durham.

Innovative Dwellings, within VOANS National Housing Development Initiatives, began by conducting research and outreach into small scale affordable housing options available in these four markets that could efficiently meet the housing need of low-income residents while adhering to local ADU and infill housing ordinances.



Through strategic partnership with VOA affiliates and local Accessory Dwelling Unit (ADU) builders, the Innovative Dwellings program has developed unique small-scale solutions to affordable housing, demonstrating how panelized and volumetric modular construction methods can be adopted by other mission-driven affordable housing providers to create more efficient unit delivery.



One such partnership is with Minneapolis based ADU designer / builder YardHomes. These ADUs averaging 400 to 500-square-feet can be created in two ways; as panelized “wall” segments constructed in a factory and transported to the site for final assembly or as a complete volumetric modular unit, including interior fit-out, where the finished ADU is transported from the factory and positioned on site via crane. Depending on conditions, the entire process from design consultation to utility hook up can be completed in as little as 6-12 months.

Innovative Dwellings is now halfway through the 3 year grant life with Wells Fargo Foundation and has 81 units in planning.



# INNOVATIVE DWELLINGS

# PACE Senior CommUnity Care

Program of All-inclusive Care for the Elderly (PACE)

## NORTH CAROLINA, since 2013

Wake, Durham and Granville Counties

## MARYLAND, target opening 2023

Prince George's County

## KENTUCKY, target opening 2023

Jefferson, Boone, Campbell and Clinton Counties\*

## MICHIGAN, since 2015

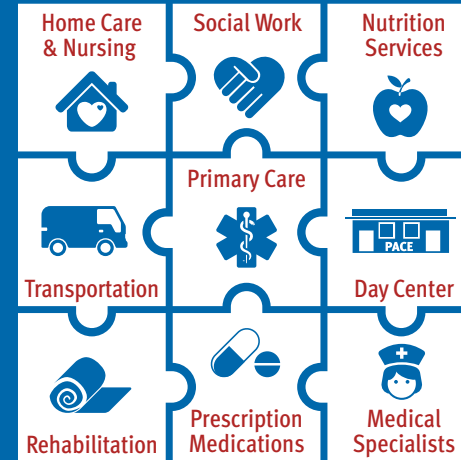
Ingham, Eaton and Clinton Counties\*

## COLORADO, since 2008

Delta and Montrose Counties



\* New 2023



## Meet the Julias

They come to PACE Day Center for the companionship.....and the activities, games, classes, exercise, the support from the social workers and the Medical team are just bonus. **“Wow when something is wrong or we are not feeling good (SNAP), they’re on it!”**

One Julia said she had heard about PACE from an insurance agent and a lady at the bank. The other Julia stated she met one of the PACE staff at the rec center in Delta and talked her into joining.

When I asked why they stay **“I would never leave because of the friendships I have made, both with participants and staff – it keeps me going.”**





## The Pat Sheridan Fellowship Program

In partnership with Stewards of Affordable Housing for the Future (SAHF), VOANS honors the career of housing leader Patrick (“Pat”) Sheridan and hopes to inspire a new generation of social leaders in the affordable housing industry. Pat recently retired from VOANS, having worked for 40 years to ensure safe, secure affordable housing for low-income individuals and families while creating thriving communities in rural and metropolitan areas. Following in Pat’s footsteps, this paid fellowship is an opportunity to work with two leading national affordable housing organizations to advocate for affordable homes for individuals, families and seniors.

### Rachel Wilson

Rachel, our inaugural fellow, worked with VOANS while finishing her Master of Public Policy at Georgetown University. Originally from Oakland, CA, Rachel earned her undergraduate degree from UCLA. Rachel worked on projects such as the Housing for Healthcare and Justice fund, providing policy updates, drafting communication briefs and connecting federal programs to policy solutions, so the VOANS team was well versed when advocating with policy makers and stakeholders. “My experience at VOANS has been instrumental in connecting the bigger picture of policy making to tactical needs on the service level.” Rachel is currently a Program Analyst for the United States Department of Housing and Urban Development’s Asset Management team.

### Brooklynne Lowry

Brooklynne is a student at Howard University majoring in interdisciplinary studies with a concentration in community development, and minor in political science. After graduation in December 2022, Brooklynne plans to pursue a Master of Social Work and hopes to secure a career in affordable housing. Brooklynne organized virtual lobbying days with Congressional staff and gained valuable experience in housing policy, housing development, and workforce development issues. She was able to learn about different housing policies and tools, especially as they related to funding sources.

## Undergraduate Internship Program

### Sofia Warkentin & Sierra Hopkins

Sofia is a Senior at Christopher Newport University, majoring in Anthropology with a minor in Leadership Studies and History. Sofia was instrumental in creating a new “Job Fair” kit that can be ordered and used by communities, and Talent Acquisition Partners for a fully VOANS branded job fair. The kit contains branded tables, banners, pop-up banners, and much more!

Sierra is a Junior at the University of Maryland, majoring in Information Systems. Sierra’s creativity really shined when she created several recruiting posters, and a new employee referral card that will be incorporated into the new hire orientation packets.

BUILDING  
FUTURE LEADERS



**Great  
Place  
To  
Work.®**

**4TH  
CONSECUTIVE  
YEAR**

VOANS established its **Well-Being Fund** dedicated to advancing the vision of an organization where everyone is well in mental, social and spiritual health. With the financial support of partners, staff, and board members, our Well-Being Fund supports activities that build resilience and provide acute relief of the stressors that can occur while providing 24/7, 365 day care. The Fund allows for care i.e., “workplace TLC”. This year, the End of Year staff and board giving campaign raised nearly \$30,000 dollars. The dollars were directed to our healthcare properties as our direct service team members worked tirelessly over the last two years (often spending days and nights away from family) and continue every day to give our residents the best in care and compassion. Examples of the workplace TLC included: all staff and family BBQ’s, movie nights and Friday food truck visits.



### **Bob Lachance, Command Sgt Major** *Army National Guard, Rhode Island*

The first thing that strikes any onlooker is that Bob Lachance wears his uniform with pride and years of practice. Bob and his wife of 63 years, Milly, are a doting couple who are humble, yet proud, of their life together. They never planned to retire in Florida but Rhode Island winters, friends and Bob's diagnosis of Alzheimer's led them to Gulf Coast Village in Cape Coral, FL. Milly has peace of mind that Bob can safely walk to exercise class every morning and stay active while she stays busy and addresses her health.

Bob was active duty for three years during the Korean War and then spent his career with the National Guard. His time afforded him to utilize the GI Bill to earn his Associates Degree from the Community College of Rhode Island in 1978 when his oldest was a senior in high school and along side Milly who earned her degree as well.

The father of four children, grandfather to 12 grandchildren and 12 great grandchildren are a source of immense joy, Bob's exemplary service in the Army and then the National Guard became a life of service that his sons and grandson emulate. His son, Russ, is a graduate of WestPoint and now Dean of Academic Affairs at the school. Following in Bob and Russ' footsteps, his grandson also graduated from WestPoint. Another son is a physics professor at WestPoint. Bob lit up when he shared that when Russ was in Jump School, he was able to jump with him and ultimately pin his wings on him.

Don't be fooled by Bob's quiet demeanor. He is a lifelong singer whether at church or home or for 20 years with the Cape Coral Barber Shop Singers. In fact, singing has helped him during the challenges presented by Alzheimer's. He joined the Alzheimer's Intermezzo Choir in Ft. Myers. A group that helps those affected by dementia to stay connected to music and to one another.

**Thank you Bob for your service, for your voice and for sharing your story.**

## BOB LACHANCE

# VOLUNTEERS OF AMERICA NATIONAL SERVICES BOARD OF DIRECTORS AND OFFICERS FY22

**Michael King** (*ex-officio*) // *President*  
*Alexandria, VA*

**Patti Andreini Arnold** // *Board Chair*  
*Retired*  
*White Salmon, WA*

**Nancy Rase** // *Board Vice Chair*  
*Retired*  
*Annapolis, MD*

**Thomas C. Dolan, PhD** // *Board Secretary*  
*Executive Coach, Consultant and President Emeritus, American College of Healthcare Executives*  
*Elmhurst, IL*

**Jane W. Burks** // *Board Treasurer*  
*Retired*  
*Louisville, KY*

**Beth Mullen** // *Director*  
*Partner, Affordable Housing Practice Leader*  
*CohnReznick*  
*Sacramento, CA*

**Edwina Carrington** // *Director*  
*President, CHK Enterprises, LLC*  
*Austin, TX*

**Derrick Perkins** // *Director*  
*SVP, Market Executive, Bank of America*  
*Washington, DC*

**Pierre Vigilance M.D., MPH** // *Director*  
*Vice President, Population Health & Social Impact*  
*Executive Director, Health Utility Grids & Equideum Foundation*  
*Philadelphia, PA*

**Steve Wakefield** // *Director*  
*Retired*  
*Dallas, TX*

**James LeBlanc** // *Director*  
*Retired*  
*Baton Rouge, LA*

**Andy Edeburn, MA** // *Director*  
*Elderly Dynamics*  
*Rockford, MN*

**Keith Knapp, PhD, HSE, CNHA** // *Director*  
*Senior Advisor on Adult Programs, Office of the Secretary, Cabinet for Health & Family Services*  
*Frankfort, KY*

**Shawn Bloom** // *Director*  
*President/CEO, National Pace Association*  
*Alexandria, VA*

**Jeanne Peterson** // *Director*  
*President/CEO, Peterson & Associates*  
*Affordable Housing Connections*  
*Sacramento, CA*

## VOANS EXECUTIVE STAFF

**Michael King**  
*Chief Executive Officer*

**Kimberly Black King**  
*Chief Operating Officer and Chief of Real Estate Development*

**Joseph Budzynski**  
*EVP, Chief Financial Officer*

**Peter Desjardins**  
*Chief of Real Estate Operations*

**Jacci Nickell**  
*Chief of Senior Living Services*

**Paul F. Soczynski**  
*Chief of Community Healthcare*

**David Osborne**  
*Chief of Information and Technology Officer*

*On behalf of the VOANS Board of Directors, I extend our deepest thanks and appreciation to Sharon Wilson Geno for her service at the helm for five years as VOANS Chief Operating Officer. Under Sharon's leadership, the organization made great strides in building an infrastructure for growth. Sharon led the organization through two years of a worldwide pandemic that changed the way we work. It was her leadership that helped VOANS recognize its own resilience in the face of the pandemic. We wish Sharon well as she embarks on her next adventure; we are certain that she will continue to make enormous impact within the industry as she contributes her many gifts and talent.*

**Patti Andreini Arnold**

*Board Chair, Volunteers of America National Services*



## A TRIBUTE TO SHARON WILSON GENO

# VOLUNTEERS OF AMERICA NATIONAL SERVICES COMMITTEE MEMBERS FY22

**Karen Erickson**

Optum  
*Minneapolis, MN*

**Cormekki Whitley**

Clasp  
*Washington, DC*

**Leila Finucane**

Victory Housing  
*Washington, DC*

**Christine Richardson**

Locke Lord LLP  
*Austin, TX*

**Ruth Mickelsen**

University of Minnesota, School of Public Health  
*Minneapolis, MN*

**Karen Hackett**

Retired  
*Amelia Island, FL*

**Pushpita Kotikalapudi**

CohnReznick  
*Bethesda, MD*

**Carmen Jackson**

American Society of Clinical Oncology  
*Alexandria, VA*

**Dr. Erica Alexander**

Inova Health System  
*Alexandria, VA*

**Russ Snyder**

President and CEO  
Volunteers of America Chesapeake  
*Lanham, MD*

**Carol Moore**

Retired  
*Palm Beach Gardens, FL*

# VOANS AND AFFILIATE ENTITIES – END OF YEAR REVENUE AND EQUITY

**\$253.4M**

TOTAL HEALTHCARE  
Revenue and Equity

**\$188.3M**

TOTAL HOUSING  
Revenue and Equity

**\$141.4M**  
Properties

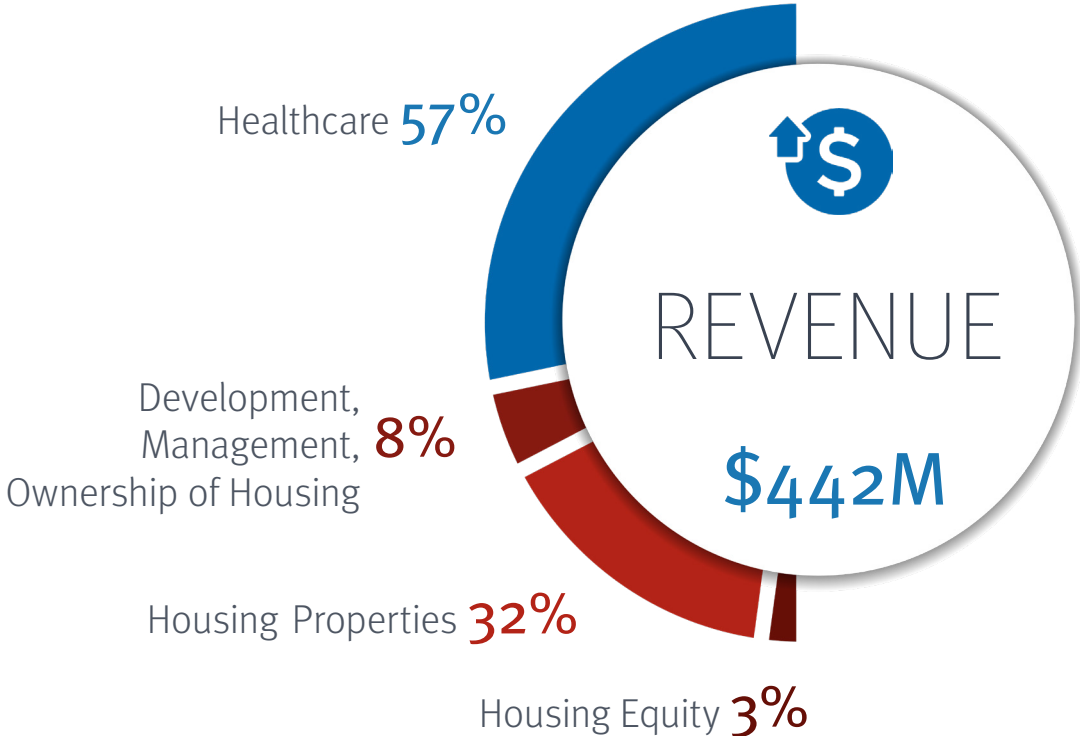
**\$13.4M**  
Equity

**\$33.5M**

Development // Management // Ownership

**89.8%**

of organizational expenses goes  
directly toward program activities



Complete audited financial statements are available upon request

\*\*Figures are based unaudited financial statements



Volunteers  
of America® | NATIONAL  
SERVICES

1660 Duke Street Alexandria,  
VA 22314

**Toll-Free:** 800.899.0089

**Phone:** 703.341.5000

**[www.voans.org](http://www.voans.org)**

# FY22 IMPACT REPORT