



 **Volunteers
of America®**
NATIONAL SERVICES

Impact Report

FY 2025



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Dear Partners, Supporters, and VOANS Community,

I'm proud to reflect on the remarkable work of our Volunteers of America National Services (VOANS) team in fiscal year 2025 — especially as we continued to implement our sustainability plan, develop our strategic plan, and make fiscally responsible decisions that will help solidify our future as an organization. Our achievements over the past year are evidence of VOANS' resilience and the entire team's persistence and dedication to our mission of positively impacting the lives of individuals through affordable housing and compassionate care.

Although the work continues as we press forward with dedication to improving VOANS for our workforce and those we serve, we're also reflecting on some of the major milestones and achievements of the past year:

- The groundbreaking of The Culbreath — a \$96.7 million property that will provide 364 quality affordable housing units for seniors in Dallas
- Four skilled nursing care centers named Best Nursing Homes by U.S. News & World Report
- The grand re-opening of Clear Bay Terrace and Creekside Manor I & II in Florida, after both properties experienced significant rehabilitations
- The official grand opening of two centers of Program of All-inclusive Care for the Elderly (PACE) in Northern Kentucky and Maryland
- The grand opening of Paloma Garden — a 125-unit affordable housing community for seniors age 62 and older
- The premiere of our brand story video *Transforming Lives through Healthcare and Housing*, which highlights who we are and amplifies the impact on the communities we serve

Every milestone, recognition, or achievement is the result of a dedicated and passionate workforce, fierce supporters, and mission aligned partner organizations that welcome every opportunity to do this work and change lives every day.

For VOANS, fiscal year 2026 means remaining committed to accountability, fiscal responsibility, and overall organizational improvements that will serve as a foundation for a successful future. We will continue to refer to our FY2025-2027 Strategic Plan to remind us of our goals and our collective mission.

Thank you for your support, partnership, and dedication to providing much needed housing and healthcare options to communities across the country.



With gratitude,

David Nisivoccia
Executive Vice President & Chief Operating Officer



Who We Are

OUR HISTORY

Volunteers of America National Services (VOANS) is a subsidiary of Volunteers of America, Inc. (VOA), one of the nation's largest faith-based human services organizations. VOA was founded in 1896 by social reformers Ballington and Maud Booth with the mission to reach, uplift, and serve those in need. The founding mission continues to be fulfilled today. From unhoused veterans to seniors and families in need to at-risk youth, men and women returning from prison, and those recovering from addiction, VOA is transforming lives by improving the health, happiness, and stability of communities across the nation.

VOANS was established to provide quality affordable housing and healthcare services to further support people facing challenges due to income, age, and physical or mental disability, with a specific focus on seniors. VOANS is one of the few organizations with a proven track record for providing compassionate, service enriched housing, nursing care, assisted living, and the program for all-inclusive care for the elderly (PACE).

MISSION

We positively impact the lives of individuals through affordable housing and compassionate care.

VISION

Communities where everyone has the housing and services they need to flourish where they live.

STRATEGIC PRIORITIES

Our pillars serve as our priorities and provide direction on how we intend to achieve our vision.

- Building a Financial Foundation for Resilience and Growth
- Investing in our Values-Driven Workforce - the Foundation of our Mission
- Expanding Resident- and Community-Centered Solutions in Select Markets for Smart, Sustainable Mission Growth
- Multiplying Impact Through Strategic Partnerships with VOA Affiliates and Mission-Driven Organizations

Healing through Music, Care, and Joy

Affectionately known by everyone as “Mr. Tom,” this spirited gentleman brought more than just medical records when he first walked through the doors of the Senior CommUnity Care of Jefferson County PACE Center (Kentucky) — he brought music, joy, and a presence that’s hard to forget.

Mr. Tom lives with his daughter. Before he joined PACE, Mr. Tom's daughter managed his many required appointments, medications, and follow-ups related to his complex health condition. His medical journey was anything but easy. Because he was fragile in health and facing several obstacles, his daughter often bore the weight of caregiving alone.

But everything started to shift the day Mr. Tom became a PACE participant.

From the very beginning, Mr. Tom lit up the PACE Center with his energy. A natural entertainer, he wowed the crowd daily with his music, quickly becoming a favorite among both participants and staff. He now attends the PACE Center five days a week, where all of his appointments, diagnostic tests, and transportation needs are carefully coordinated — relieving his daughter of the burden and giving her the chance to enjoy her own life again.

“I’ve got my problems,” Mr. Tom admits, “but since I’ve been with PACE, I don’t even think about them. I’m just happy.”

He shared that a recent diagnostic test showed no ongoing concerns — something he celebrates with cautious optimism. “Of course, not everything is because of PACE,” he says, “but getting good, consistent care sure helps.”

Mr. Tom is especially fond of the activities assistant who helps keep his days filled with purpose and fun. Whether it’s singing, socializing, or just soaking in the energy of the center, he’s found a second home at PACE — one that gives him both joy and peace of mind.

For Mr. Tom, healing has come not only through medicine, but through music, laughter, and the knowledge that he — and his daughter — are no longer in this alone.



“I’ve got my problems, but since I’ve been with PACE, I don’t even think about them. I’m just happy.”



The People Behind Our Impact

1,845
employees

1,577
employees at
senior living/
healthcare
locations



268
employees in housing
development, resident
services, operations,
corporate/national, etc.



5
employees who
indicated they are
disabled



14
employees who indicated
they are a veteran or
active duty military

VOANS COMMUNICATIONS

Amplifying Our Impact

VOANS Communications manages both internal and external communications and develops strategic messaging that aligns with the organization's mission, vision, and core values. Key responsibilities include:



**BRAND
IDENTITY**



**DIGITAL
PRESENCE**



**MARKETING
MATERIALS**



**MEDIA & PUBLIC
RELATIONS**

We also support program teams by translating complex initiatives into accessible content for various audiences, from donors and partner organizations to all VOANS employees and board and committee members.

WINNING ASPIRATION

To empower, inform, and engage internal and external stakeholders through seamless, effective, and transparent communicative collaboration and compelling storytelling.

WTOP's Balancing the Housing Equation

In January 2025, VOANS partnered with WTOP News for Balancing the Housing Equation, a webinar focused on affordable housing options. In conversation with Reporter Mitch Miller, Senior Vice President of Healthcare Paul Soczynski, shared his insights on the critical intersection of senior care and quality affordable housing. Additional speakers included affordable housing industry professionals and local and federal policymakers. The webinar aired in February 2025, with prepared web, social media, and radio pre- and post-event promotional marketing materials. This sponsored media content largely reached an audience in one of the organization's targeted markets.

4K+

Page views to the white paper article

982K+

Digital impressions across display ads on FNN and WTOP's websites and LinkedIn social promotion.

2.34M+

On-air audio impressions in the DC/VA/MD market

888K+

Estimated impressions from homepage exposure on WTOP and feature in Daily Headlines newsletter

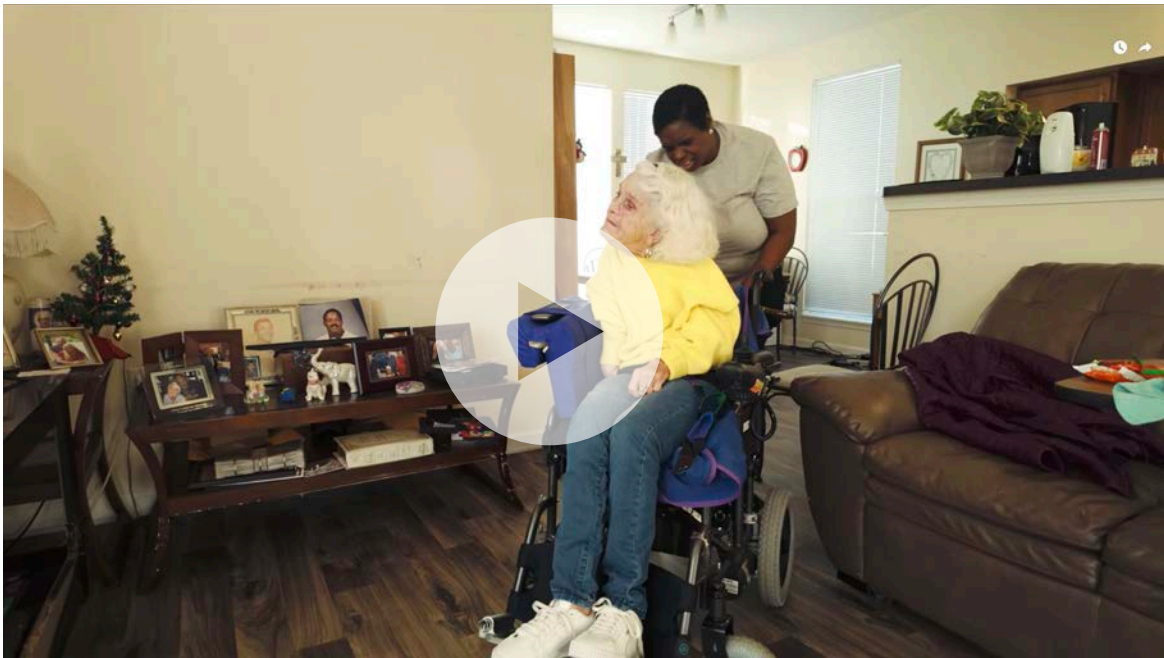


THE VOANS BRAND STORY

Transforming Lives Through Healthcare and Housing

For decades, VOANS has been dedicated to creating healthier, more stable lives for America's seniors, and families. In May 2025, VOANS premiered a brand story video, *Transforming Lives through Healthcare and Housing*, giving a behind the scenes look at its nationwide network of senior healthcare facilities and affordable housing communities.

Compassionate staff, who pour their hearts into serving others every day, share their stories and the importance of being a part of the work that contributes to their very own communities. The video also highlights the stories of older adults who've found quality care and dignity in our healthcare facilities, and families who've discovered stability through our affordable housing options. From skilled nursing to memory care, from affordable apartments to supportive housing programs — discover how VOANS is addressing America's most pressing healthcare and housing challenges with innovative, person-centered solutions.



Scan to watch
*Transforming Lives through
Healthcare and Housing*



Digital & Social Media Presence

In conjunction with the native platforms, VOANS Communications uses Hootsuite — a social media management and scheduling platform that also provides real-time analytics for each of VOANS’ social media accounts. Currently, VOANS is active on LinkedIn, Facebook, and Instagram. Prior to Summer 2024, content strategy for social media was not consistently or specifically developed to target VOANS’ audience, improve visibility, or increase engagement on these accounts.



89.5%

Audience growth across all platforms



33,017

Post impressions increased 3.5% across all platforms



4,898

LinkedIn page views, a 45% increase compared to previous 6-month period

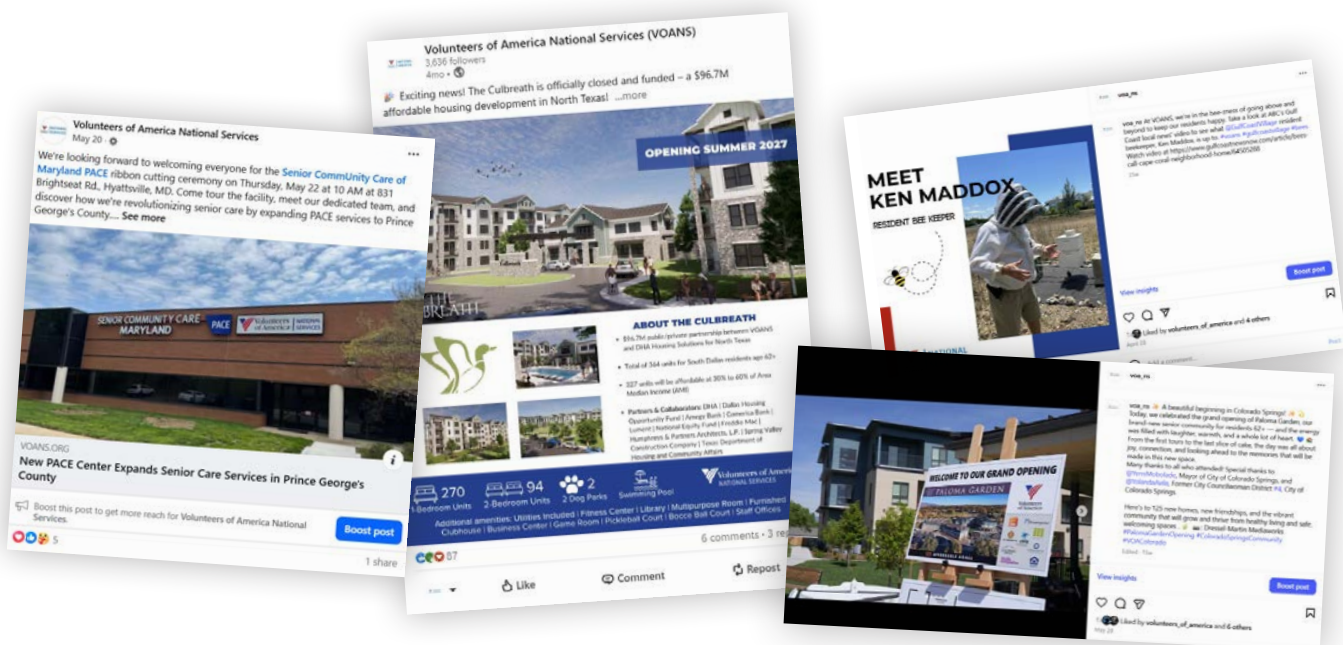


2,002




LinkedIn unique visitors, a 44% increase compared to previous 6-month period

Source: Hootsuite & LinkedIn

This data was captured between Jan. 1, 2025 and June 30, 2025.






SOCIAL MEDIA HIGHLIGHTS: THE CULBREATH

LinkedIn 	Facebook 	Instagram 
2,938 impressions	2 net follows	170 views (43.5% followers, 56.5% nonfollowers)
203 engagements	1,140 views (12% followers, 88% nonfollowers)	12 interactions
<ul style="list-style-type: none"> • 84 clicks • 99 reactions • 17 comments • 3 reposts 	<ul style="list-style-type: none"> • 32 interactions • 27 reactions • 5 shares 	<ul style="list-style-type: none"> • 8 likes • 4 shares

Source: LinkedIn, Facebook & Instagram



SOCIAL MEDIA HIGHLIGHTS: MARYLAND PACE GRAND OPENING

LinkedIn 	Facebook 	Instagram 
1,495 impressions	0 net follows	358 views (36.3% followers, 63.7% nonfollowers)
173 engagements	911 views (9% followers, 91% nonfollowers)	18 interactions
<ul style="list-style-type: none"> • 92 clicks • 68 reactions • 4 comments • 9 reposts 	<ul style="list-style-type: none"> • 31 interactions • 26 reactions • 5 shares 	<ul style="list-style-type: none"> • 15 likes • 2 shares • 1 comment

Source: LinkedIn, Facebook & Instagram



Affordable Housing

IMPACT BY THE NUMBERS



243 properties
14,153 units

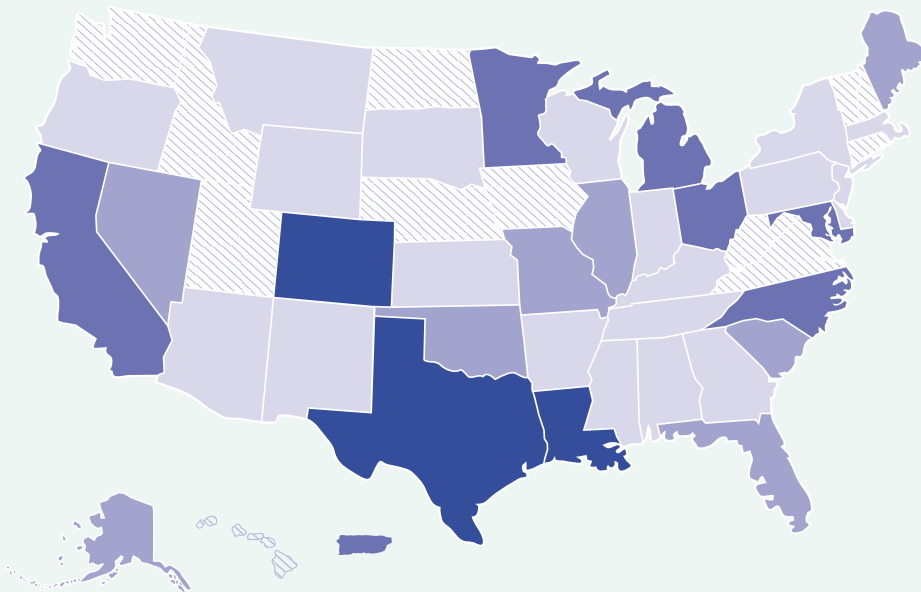


88
average NSPIRE* score
for the housing portfolio

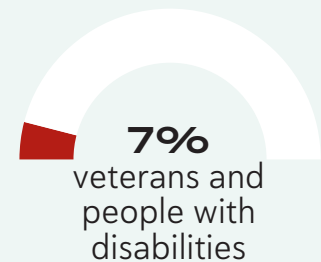
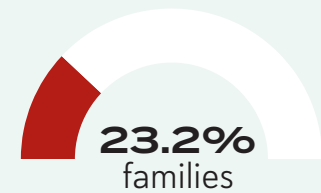
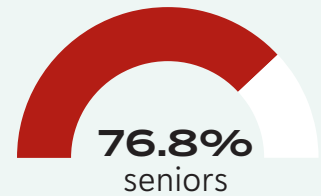
*National Standards for the Physical Inspection of Real Estate

SERVING PEOPLE IN

37 states and Puerto Rico



■ 15+ properties ■ 10-14 properties ■ 5-9 properties ■ < 5 properties



85% of our residents feel safe in their communities



88% of our residents would recommend their community to a family member or friend



92% of our residents feel we meet or exceed their expectations of respecting their dignity



90% of our residents are willing to recommend their service coordinator to others



88% of our residents believe the property has a positive reputation in the community



Source: VOANS annual resident surveys, October 2024



VOANS and Volunteers of America of Florida Celebrate Grand Reopening of 2 Affordable Senior Housing Communities

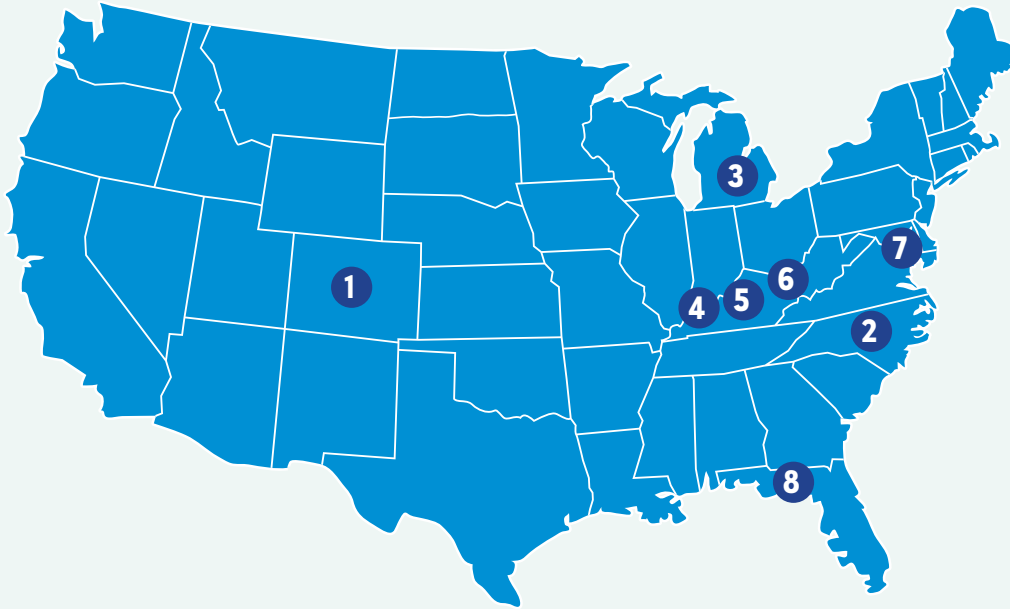
In partnership with Volunteers of America of Florida, VOANS celebrated the reopening of Clear Bay Terrace and Creekside Manor I & II in Clearwater, Florida, in February 2025. The celebration was held at the newly renovated Clear Bay Terrace - a 40-year old, 101-unit affordable housing property for seniors located in close proximity to Creekside Manor I & II, a 91-unit housing community for seniors that was also recently renovated.

The separate rehabilitations feature a number of enhancements designed to offer a contemporary and comfortable living environment for residents such as in-unit features inclusive of new flooring, energy-efficient appliances, water heaters,

light fixtures, bathroom upgrades, and enhanced ADA unit upgrades to ensure accessibility. Notable common area improvements include new flooring, new light fixtures, a new HVAC system and WiFi accessibility.

“We are thrilled to welcome seniors back to these beautifully renovated homes,” said Dee Dee Beaty, VOANS senior vice president of housing. “This rehabilitation project represents our ongoing commitment to preserving affordable housing options for older adults in Clearwater, providing them with safe, accessible, and comfortable living spaces that will enhance the quality of their lives.”

Program of All-Inclusive Care for the Elderly (PACE) Senior CommUnity Care



835
PACE participants
in 5 states

359
PACE staff
in 6 states

	STATE	OPEN SINCE	COUNTY	PARTICIPANTS	NEW ENROLLMENTS IN FY 25
1	Colorado	2008	Delta and Montrose	302	43
2	North Carolina	2013	Wake, Durham, and Granville	172	62
3	Michigan	2015	Ingham, Eaton, and Clinton	225	74
4	Kentucky	2023	Jefferson (SCC Kentucky)	83	62
5	Jefferson County (KY)	2024	Jefferson (Jefferson County PACE)	17	18
6	Northern Kentucky	2024	Boone, Campbell, Kenton, Gallatin, Carrol, Owen, Grant, and Pendleton	36	36
7	Maryland	2025	Prince George's	0	4
8	Florida	coming 2026			

Access the FY25 PACE
Senior CommUnity Care
Impact Report [here.](#)



PACE Maryland & Northern Kentucky Open

VOANS continues to expand its reach and impact through PACE — officially opening Northern Kentucky PACE and Maryland PACE.

In partnership with VOANS PACE Holding Company and St. Elizabeth Healthcare, Senior CommUnity Care of Northern Kentucky hosted a grand opening and ribbon cutting ceremony in July 2024. The center serves eligible participants residing in eight counties across northern Kentucky.

“We are excited to bring the Senior CommUnity Care of Northern Kentucky PACE program to this region,” said Robert McFalls, executive director of Senior CommUnity Care of Northern Kentucky. “Our goal is to provide high-quality, person-centered care that addresses the physical, emotional and social needs of older adults, while also providing much-needed support to their families.”

VOANS and CCI Health Services celebrated the grand opening of the first Program of All-Inclusive Care for the Elderly (PACE) in Prince George’s County, Maryland. Located in Hyattsville, Senior CommUnity Care of Maryland PACE is open to area residents aged 55 and older who can live safely at home.

With both nonprofits having similar missions of supporting access to care and bright futures for all communities, the collaboration between VOANS and CCI Health Services makes sense. PACE is a true community-centered model that allows seniors to remain in the homes they love while receiving the care they need to stay healthy, active, and connected.

“For many seniors, the greatest wish is to remain in the comfort of their own homes as

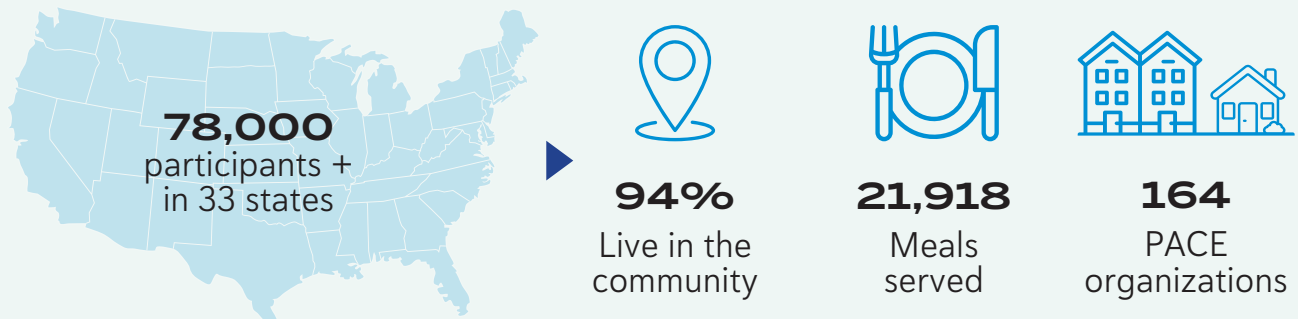


they age,” said Kelly Fields, executive director of Senior CommUnity Care of Maryland.

“Our team of healthcare professionals works together to address every aspect of a senior’s well-being - physical, emotional, and social. We’re not just treating medical conditions; we’re enhancing quality of life and providing peace of mind for families.”

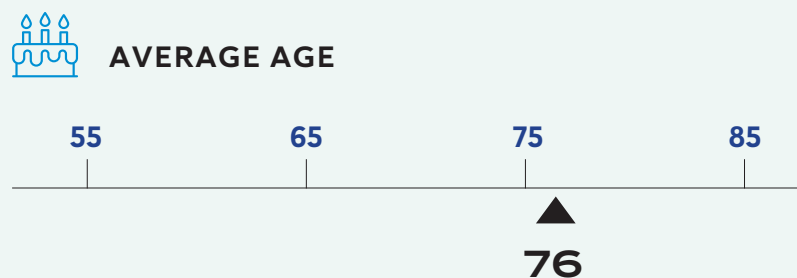
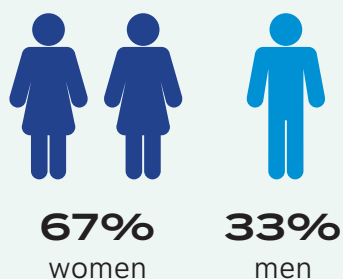
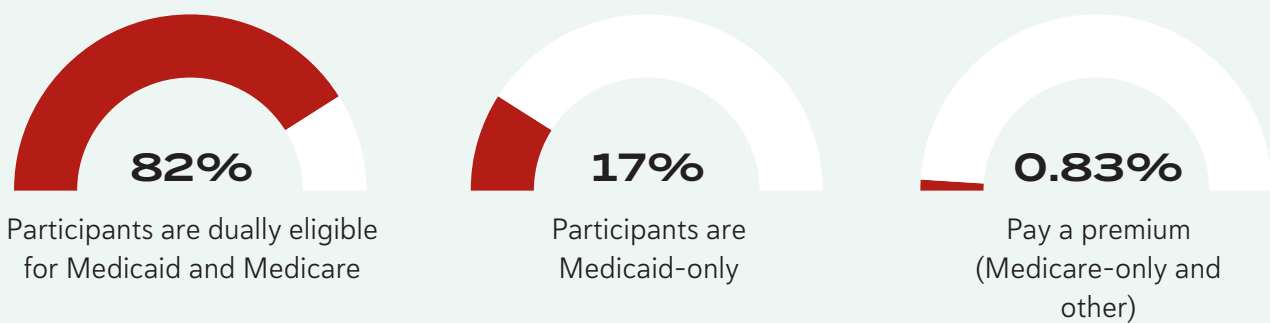
The PACE program offers a wide range of services, including primary and specialty medical care, prescriptions, rehabilitation, transportation, day center, social activities, meal assistance and in-home care services. Participants in the program receive an individualized care plan developed by a team of healthcare professionals, including doctors, nurses, social workers, therapists and nutritionists, who work collaboratively to ensure the best possible care for each participant.

National PACE Association Overview



States pay PACE programs on average 12 percent less than the cost of caring for a comparable population through other Medicaid services, including nursing homes and home and community-based waiver programs.

In Medicare, payments to PACE organizations are equivalent to the predicted costs for a comparable population to receive services through the fee-for-service program.



Faith, Family, and Finding Independence Again

At Senior CommUnity Care of Kentucky PACE, one of the participants — affectionately known as Ms. Hattie — is a well-respected Christian and senior in the community, who now calls Friendship House her home. Her presence and deep faith have made her a beloved figure in the community. But her journey to becoming a PACE participant is one marked by struggle, resilience, and a rediscovery of independence.

Originally from a small town, Ms. Hattie faced a difficult time after being discharged from the hospital. Her health declined, and she found herself unable to manage day-to-day life. That's when she moved to Friendship House — and as she puts it, "From there, it was history."

At first, Ms. Hattie rarely left her apartment, only venturing out for religious events or to check the mail. She was physically limited, often in pain, and deeply saddened that she could no longer attend church — an essential part of her spiritual and social life. Her devoted sister-in-law, Bonita, did nearly everything for her, while also caring for her own brother and her husband (Ms. Hattie's brother). The turning point was when Ms. Hattie enrolled in the PACE program.

"PACE is the best thing that has ever happened to me," she says with a smile. "Call it lazy if you want to — but I like not even having to leave the building to get everything I need."

Today, Ms. Hattie is thriving. She comes to the PACE center not just for medical care or to pick up supplies, but to reconnect with old friends, make new ones, and enjoy lunch in



*"I feel like myself again.
And that's a blessing."*

good company. The socialization has lifted her spirits, and the care she receives has transformed her physical capabilities.

On the day of her interview, Ms. Hattie was glowing — it was her birthday. Her family had taken her out to Golden Corral, and she was especially eager to share the news with her physical and occupational therapists: "I got into my sister-in-law's car with very little pain, and I was so excited!" she beamed. "Next, I'll be going back to church. Before, my pain was so bad I couldn't ride in a vehicle. Now, I'm almost ready."

Thanks to PACE, Ms. Hattie says she feels like she has her independence back. Just as importantly, she's grateful that Bonita can now focus on her own health and caring for her husband. "I feel like myself again," she says. "And that's a blessing."

The Preserve Celebrates 5 Years of Making an Impact

By Sarah Richard, Executive Director of Gulf Coast Village

2,142. That's how many older adults The Preserve, a senior living community in Fort Myers, has served since we opened our doors in 2020. But each resident we've served is more than a number - they're family.

This year, we celebrate a significant milestone — the fifth anniversary of The Preserve. This isn't just a mark on the calendar, but a celebration of the friendships, memories, and achievements that make this community special. We've overcome so many obstacles from our first day open, from opening just before the eruption of COVID-19 to sheltering with residents in our community during multiple major hurricanes.

We opened our doors in the spring of 2020, and since then, we've been serving older adults who need assisted living, skilled nursing, memory support, or rehabilitation services. However, our pathway to serving older adults started 10 years ago during a time of critical need.

In 2015, former Governor Rick Scott released a Certificate of Need for 75 skilled nursing rooms. VOANS responded to this need and was awarded the responsibility because of its reputation and history of providing high-quality care. The result was The Preserve, a three-story, 118,000-square-foot community offering assisted living, memory support, and 75 skilled nursing suites for long-term care, skilled nursing memory support, and skilled rehabilitation. These options provide residents with the unique opportunity to



stay at The Preserve as their medical needs change.

Five years later, we're proud to have served over 2,000 seniors in all capacities, from outpatient rehabilitation to skilled nursing. We couldn't do it without our team, many of whom have been with us since our doors first opened. These exceptional people care for our residents and contribute to the quality of life in Southwest Florida. Even though they aren't related, our team treats each resident with the care, compassion, and attention they would give to a family member.

We wouldn't be the community we are today without our residents. When speaking with our residents about what they love so much about The Preserve, one of the most common responses is "the people."



“It’s the warmth of the people – all the people who work here are very special. I think it’s a mantra of this place. They care.”

Maureen Arend, 86, didn’t plan on moving to The Preserve. She had a home in Southwest Florida and family nearby. In 2022, she was recommended to check out The Preserve by her tax professional. She got a tour, fell in love with the decor, and months later was moving into our community.

“I’ve met some wonderful people, and there’s no place else I’d rather be,” says Arend.

Beverly Larsen, 91, moved to our community in 2021, but her late husband, Loren, was one of the first residents at The Preserve in February of 2020. While Beverly still lived in her home in the Gateway area, she would frequently travel to The Preserve.

“After almost two years, I decided it was time to sell the house because I was coming here so often,” says Larsen. “I moved into The Preserve in October of 2021, and this is where I’ll stay.”

Since moving to our community almost four years ago, Larsen has made many friends and enjoys participating in community activities.

Another long-time resident, Barbara Weinberg, appreciates The Preserve’s team for their empathy, care, and dedication toward residents.

“It’s the warmth of the people. All the people who work here are very special. I think it’s a mantra of this place. They care,” said Weinberg. “And that’s what makes The Preserve great.”

To our residents, you’re the heart of our community. Your stories, wisdom, and laughter make this community a home. To our associates, your compassion and hard work every day ensure that every resident feels cared for and valued. For the past five years, we’ve shared countless unforgettable moments, celebrations, activities, and just enjoyed being together. As we reflect on these years, let’s also look ahead to the future and the memories we’ll make over the next five years.



Seniors Find a New Home at Paloma Garden in Colorado

Colorado Springs is now home to Paloma Garden, a new 125-unit affordable housing community for seniors age 62 and older. VOANS hosted the official ribbon cutting ceremony in May 2025 where City of Colorado Springs and State of Colorado officials were in attendance, as well as financial partners including First Bank, Enterprise, Colorado Housing & Finance Authority, and El Paso County Housing Authority.

The redevelopment, which formerly housed the Laurel Manor Care Center, was funded by an allocation of tax credits from the Colorado Housing and Finance Authority (CHFA) and equity from Enterprise Partners. First Bank, the Division of Housing (DOH),

and El Paso County provided loans to support the development. Paloma Garden was planned in response to the rising demand for affordable housing in Colorado Springs, especially among marginalized communities like senior citizens and the disabled.

The development was a combination of renovation and new build. The renovation upgrades included new windows, energy efficient plumbing, light fixtures, and updated common areas. The new build features in-unit washers and dryers, walk-in showers, and beautiful new kitchens and bathrooms. The development offers one- and two-bedroom units serving the 30-60% Area Median Income (AMI) range which is \$585 - \$1,404.

The Homestead at Rochester Donates Warmth to Those Experiencing Homelessness in Rochester, MN

The Homestead at Rochester, a VOANS senior living community in Minnesota, donated hundreds of outdoor winter clothing items to the local Rochester Salvation Army in October 2024. More than 200 items were specifically gathered for distribution to individuals within the Rochester community who were experiencing homelessness.

“The inspiration for giving back and supporting the unsheltered was brought to me by two of our residents Bob Keith and Sue Johnson,” said Director of Life Enrichment, Alexandra Schepp. “What we thought would be a small coat drive, quickly grew into hundreds of donated items by our residents and staff.”



Volunteering has been shown to offer significant health benefits, particularly for older adults. Studies indicate that volunteering can boost mental and emotional well-being by reducing stress, fostering social connections, and creating a sense of purpose.

Healthcare Communities Recognized Among Best Nursing Homes by U.S. News & World Report

Four of VOANS’ skilled nursing care centers across the country were named as Best Nursing Homes by *U.S. News & World Report*. Horizon Care Center in Eckert, Colorado, The Preserve in Fort Myers, Florida, Anoka Rehabilitation and Living Center in Anoka, Minnesota, and Rochester Rehabilitation and Living Center in Rochester, Minnesota, all received a high performing rating in short-term rehabilitation — a distinction that places them in the top percentage of nursing facilities nationwide. The Preserve also received a high performing rating in long-term care.

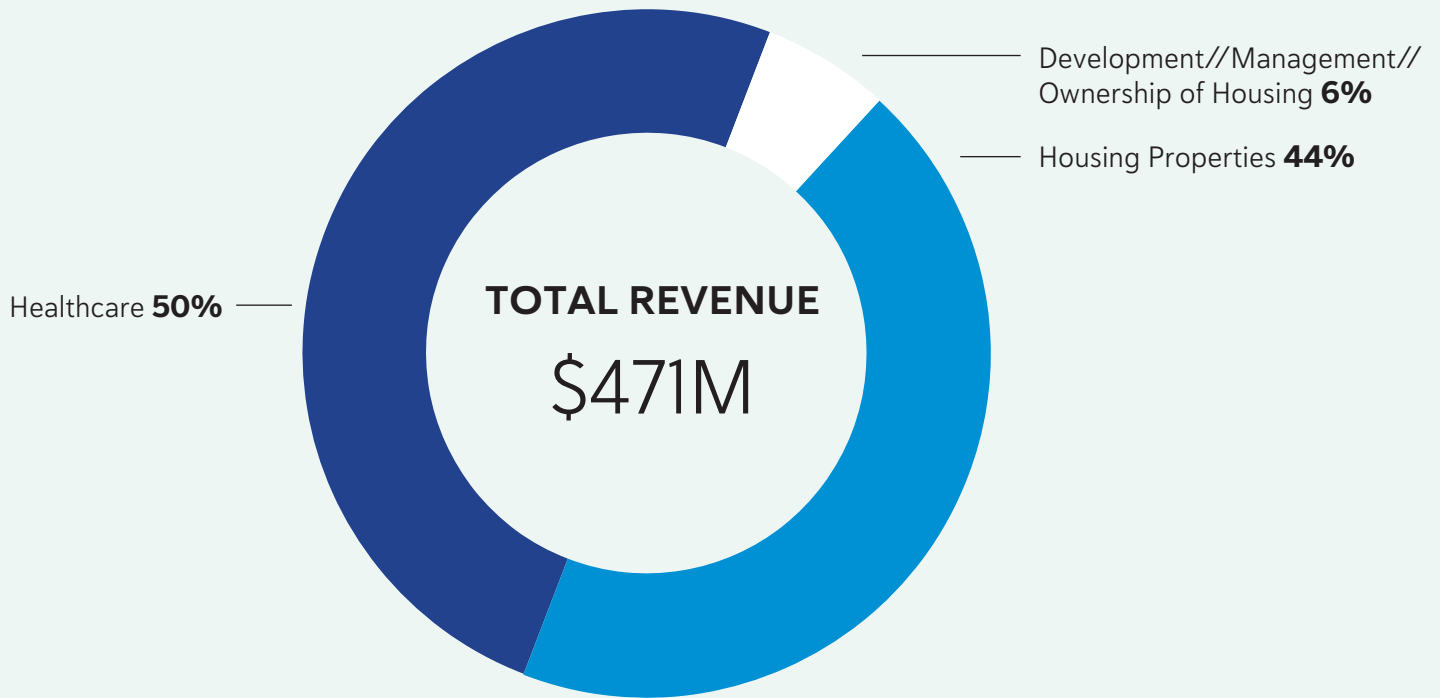
“We are incredibly proud to have four of our skilled nursing facilities recognized among the Best Nursing Homes by U.S. News & World Report. This prestigious recognition reflects our unwavering commitment to

providing exceptional, high-quality care in our communities,” said Senior Vice President of Healthcare Paul Soczynski. “These distinctions validate our resident-centered approach and our continuous investments in staff training, innovative care models, and facility enhancements that ultimately improve outcomes for those we serve.”

U.S. News awards the designation of Best Nursing Homes only to those communities that satisfy their rigorous, data-driven standards. In 2025, ratings were determined by nurse staffing, patient outcomes, and whether nursing home routines included steps known to be effective in avoiding harm and improving health.



End of Year Revenue and Equity



\$235M

TOTAL HEALTHCARE
Revenue

Legacy Facilities: **\$94M**

PACE Facilities: **\$106M**

Gulf Coast Village: **\$35M**

\$236M

TOTAL HOUSING
Revenue

Development//Management//
Ownership: **\$27M**

Properties: **\$209M**



87% of organizational expenses goes
directly toward program activities

Volunteers of America National Services Board of Directors and Officers

As of July 1, 2024 (FY25)

Michael King (ex-officio)
President
President/CEO, Volunteers of America, Inc.

Nancy Rase
Board Chair
Retired

Derrick N. Perkins
Board Vice Chair
SVP; Market Executive
Bank of America

Karen Erickson
Board Treasurer
Retired

Karen Hackett, LFACHE, FASAE, CAE
Board Secretary
Retired

Patti Andreini Arnold
Director
Retired

Shawn Bloom
Director
President/CEO
National PACE Association

Carmen Jackson
Director

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

Beth Mullen
Director
Partner
CohnReznick

Jeanne Peterson
Director
President/CEO
Peterson & Associates Affordable Housing Connections

Patrick Sheridan
Director
Principal, Sheridan Consulting, LLC

Janet Stringfellow
Director
President/CEO
Volunteers of America Florida

J. Walter Tejada
Director

Voris Vigee
Director
President & CEO
Volunteers of America Southeast Louisiana

Volunteers of America National Services FY25 Committee Members

Raj Ahuja
On Aging Institute

Dr. Erica Alexander
Howard University

Jane Burks
Retired

Irene Henrich
Howard University

Melissa Ann Kittelson
Chief Transformation Officer,
Andros

Pushpita Kotikalapudi
CohnReznick

John Maneval
Principal, Oculus CAS

Russ Snyder
President and CEO
Volunteers of America Chesapeake and Carolinas

Cormekki Whitley
DataDotOrg

VOANS Healthcare Communities

Community Name 2024	Type of community	Independent Living (IL)	Assisted Living (AL)	Memory Care/ Support (MC)	Skilled Nursing Facility (SNF)	Program of All Inclusive Care for the Elderly (PACE)	Home Health or Home Care (HH)	Other
MINNESOTA								
The Homestead at Anoka	AL, IL, MC	•	•	•				
Anoka Rehab & Living Center	SNF				•			
Elder Homestead	AL, MC		•	•				
The Homestead at Rochester	AL, IL, MC	•	•	•			•	
Rochester Rehab & Living Center	SNF				•			
North Park Plaza	Affordable with Home Care						•	
COLORADO / WESTERN SLOPE								
The Homestead at Montrose	AL, IL	•	•					
Valley Manor Care Center	MC, SNF			•	•			
Home Health of Western Colorado	HH						•	
Horizons Care Center	IL, SNF	•			•			
Senior CommUnity Meals	Meals							•
FLORIDA								
Gulf Coast Village	IL, AL, MC, SNF	•	•	•	•		•	
The Preserve	AL, MC, SNF (Life Plan)		•	•	•			
Palmview	AL, MC		•	•				
Senior Choice at Home								•
VIRGINIA								
Mary Marshall Assisted Living	AL		•					

Community Name 2024	Type of community	Independent Living (IL)	Assisted Living (AL)	Memory Care/ Support (MC)	Skilled Nursing Facility (SNF)	Program of All Inclusive Care for the Elderly (PACE)	Home Health or Home Care (HH)	Other
PACE PROGRAMS (Senior Community Care)								
SCC Colorado (Montrose County)	PACE					•		
SCC Colorado (Delta County)	PACE					•		
SCC Michigan	PACE					•		
SCC North Carolina	PACE					•		
SCC Maryland	PACE					•		
SCC Kentucky (Jefferson County)	PACE					•		
SCC Kentucky	PACE					•		
SCC Northern Kentucky	PACE					•		
NORTH CAROLINA								
VOA Home Care of North Carolina	HC						•	
INFO/REFERRALS/OPTIONS COUNSELING								
AdvantAge Health Resource Center	Colorado only							•



VOANS Affordable Housing

AS OF JUNE 30, 2025

Property Name	State	Total Units	Population	Property Finance Type
Birchwood Apartments	AK	57	Family	LIHTC
Lumen Park	AK	20	Senior	LIHTC
Terraces at Lawson Creek	AK	40	Family	LIHTC
Terraces at Lawson Creek II	AK	35	Family	LIHTC
Trailside Heights I	AK	66	Family	LIHTC
Trailside Heights II	AK	20	Family	LIHTC
Trailside Heights III	AK	35	Family	LIHTC
Dublin Village	AL	58	Senior	HUD 202 PRAC
Woodland Hills	AR	12	Special Needs	HUD 811 PRAC
Vista De La Montana	AZ	59	Senior	HUD 202 PRAC
Blue Butterfly Village	CA	76	Family	LIHTC
Cambridge Gardens	CA	75	Senior	HUD 202 PRAC
Centennial Place	CA	15	Special Needs	HUD 811 PRAC
East Cliff Village	CA	76	Senior	LIHTC
Lincoln Court	CA	40	Senior	HUD 202 PRAC
Manzanita Place	CA	63	Senior	LIHTC
Palomar	CA	168	Family	LIHTC
Quarry Oaks	CA	42	Senior	HUD 202 PRAC
Rolling Oaks	CA	79	Senior	HUD 202 PRAC
Sea Mist Tower	CA	74	Senior	LIHTC
Silverlake Apartments	CA	88	Family	LIHTC
Valley Oaks	CA	60	Senior	HUD 202 PRAC
Aspen Place	CO	58	Senior	HUD 202 PRAC
Boulevard One Residences	CO	72	Family	LIHTC
Brandon Courtyard Apartments	CO	104	Family	LIHTC
Cadence	CO	55	Senior	LIHTC
Casa De Rosal	CO	55	Senior	LIHTC
Cedar View I	CO	30	Senior	HUD 202 PRAC
Cedar View II	CO	25	Senior	HUD 202 PRAC
Centennial Towers	CO	41	Senior	HUD 202 PRAC
Cimarron Village	CO	31	Senior	HUD 202 PRAC
Garden Park Villa	CO	50	Senior	LIHTC
Girard Place	CO	15	Special Needs	HUD 811 PRAC
Grand View	CO	60	Senior	HUD 202 PRAC
Heaven's View Apartment	CO	41	Senior	HUD 202 PRAC
Meadowlark Court	CO	28	Senior	HUD 202 PRAC
Meadows at Montbello	CO	86	Senior	LIHTC
Miremonte	CO	53	Senior	LIHTC
Montbello Manor	CO	79	Senior	HUD 202 PRAC
Paloma Garden	CO	127	Senior	LIHTC

Property Name	State	Total Units	Population	Property Finance Type
Rendezvous	CO	52	Senior	LIHTC
Sanctuary Place	CO	60	Senior	HUD 202 PRAC
Summit Apartments	CO	256	Family	Conventional
Sunset Park Apartments	CO	242	Senior	LIHTC
Sunset Towers	CO	100	Senior	LIHTC
Westgate Tower	CO	50	Senior	LIHTC
Westminster Commons	CO	130	Senior	LIHTC
Brightway Commons	DE	80	Family	LIHTC
Clear Bay Terrace	FL	101	Senior	LIHTC
Creekside Manor Apartments	FL	92	Senior	LIHTC
Hialeah Residence Apartments	FL	124	Senior	LIHTC
Las Palmas Apartments	FL	196	Senior	LIHTC
Los Robles	FL	100	Senior	LIHTC
Pine Grove Apartments	FL	97	Senior	LIHTC
Puerta del Sol Apartments	FL	100	Senior	LIHTC
Silver Lakes Village	FL	104	Senior	LIHTC
Sweetwater Towers	FL	100	Senior	LIHTC
Hunters Run	GA	40	Senior	HUD 202 Loan
Joy Court	GA	21	Senior	HUD 202 PRAC
Balsam Terrace	IL	35	Senior	HUD 202 PRAC
Hope Manor I Apartments	IL	50	Family	LIHTC
Hope Manor II	IL	73	Family	LIHTC
Hope Manor Joliet	IL	67	Veterans	LIHTC
Hope Manor Village	IL	36	Veterans	LIHTC
Marycrest Village	IL	56	Senior	LIHTC
Spruce Manor	IL	15	Special Needs	HUD 811 PRAC
Brownstone Manor	IN	52	Senior	HUD 202 PRAC
Gardens on Carolina	IN	39	Senior	HUD 202 PRAC
Edinburgh Manor	KS	35	Senior	223 (f)
Market Place - Saline Apartments	KS	77	Senior	223 (f)
South Oaks Senior Housing	KY	48	Senior	HUD 202 PRAC
Spanish Cove Senior Housing	KY	51	Senior	HUD 202 PRAC
Academy Place Apartments	LA	103	Senior	LIHTC
Bayou Cane Apartments	LA	82	Family	LIHTC
Bayou Villa Apartments	LA	20	Senior	HUD 202 PRAC
Centennial Place Apartments (1770 Tchoupitoulas - NMTC)	LA	52	Family	Conventional
Cottages at Mile Branch	LA	25	Family	LIHTC
Elysian Courtyards	LA	150	Family	LIHTC
Embassy House	LA	40	Family	LIHTC
Groves at Mile Branch	LA	94	Family	LIHTC
Motor City	LA	110	Family	LIHTC
Oak Park Plaza	LA	101	Senior	223 (f)
South Pointe Place Apartments	LA	50	Senior	HUD 202 PRAC

Property Name	State	Total Units	Population	Property Finance Type
St John Village I	LA	40	Family	LIHTC
St John Village II	LA	40	Family	LIHTC
Terraces on Tulane	LA	200	Senior	LIHTC
Valencia Park	LA	122	Family	LIHTC
Wisdom Manor	LA	30	Senior	LIHTC
Blakeley Building	MA	46	Family	LIHTC
Baltimore VOA LC	MD	22	Special Needs	HUD 811 PRAC
Bowie VOA LC	MD	9	Special Needs	HUD 811 PRAC
Brunswick House	MD	52	Senior	LIHTC
Chesapeake VOA LC	MD	10	Special Needs	HUD 811 PRAC
Eastern Avenue Apartments	MD	88	Family	LIHTC
Federalsburg Gardens	MD	64	Family	LIHTC
Ivy Hills Townhomes	MD	37	Family	LIHTC
Lodges at Naylor Mill	MD	65	Senior	LIHTC
Lodges at Naylor Mill II	MD	45	Senior	LIHTC
Prince George's County VOA LC	MD	15	Special Needs	HUD 811 PRAC
Richmond Hill Manor Senior Apartments	MD	40	Senior	LIHTC
Riverview Gardens	MD	80	Family	LIHTC
Snow Hill	MD	30	Senior	LIHTC
Tanyard Branch	MD	25	Family	LIHTC
Bayview Heights	ME	60	Senior	HUD 202 PRAC
Edward J. Reynolds House	ME	33	Senior	HUD 202 PRAC
Fay Garman House	ME	12	Senior	HUD 202 Loan
Margaret Chase Smith House	ME	45	Senior	HUD 202 Loan
Paul Hazelton House	ME	35	Senior	HUD 202 PRAC
Rocky Coast House	ME	32	Senior	HUD 202 PRAC
Buena Vista	MI	55	Senior	HUD 202 PRAC
Coventry Place Apartments	MI	58	Senior	HUD 202 Loan
Coventry Place II	MI	39	Senior	HUD 202 PRAC
Delta River Senior Village	MI	38	Senior	HUD 202 PRAC
Heritage Park Senior Village Apartments	MI	77	Senior	HUD 202 PRAC
Liberty Commons	MI	158	Family	LIHTC
McDonald Senior Apartments	MI	50	Senior	HUD 202 PRAC
Oak Village Square	MI	75	Senior	HUD 202 PRAC
Partridge Creek	MI	66	Senior	HUD 202 PRAC
Sumby Senior Housing	MI	55	Senior	HUD 202 PRAC
High Pointe	MN	40	Senior	HUD 202 PRAC
High Pointe II	MN	55	Senior	HUD 202 PRAC
Isle View Apartments	MN	41	Senior	LIHTC
Milaca VOA LC	MN	8	Special Needs	HUD 811 PRAC
Monroe Village	MN	51	Senior	Other
Mora Living Center	MN	4	Special Needs	HUD 811 PRAC
Nicollet Towers	MN	308	Senior	LIHTC

Property Name	State	Total Units	Population	Property Finance Type
Nolte River Place Apartments	MN	80	Senior	Other
North Park Plaza	MN	105	Senior	223 (f)
Oxbowl Bend	MN	61	Senior	223 (f)
Eads Square	MO	104	Senior	LIHTC
Hopewell Senior Village	MO	53	Senior	HUD 202 PRAC
Les Chateaux North Apartments	MO	62	Senior	HUD 202 PRAC
Les Chateaux West Apartments	MO	40	Senior	LIHTC
New Northside Village	MO	52	Senior	HUD 202 PRAC
PT Bosley Estates	MO	52	Senior	HUD 202 PRAC
Shadow Cliff	MS	40	Senior	HUD 202 PRAC
Windsong	MS	64	Senior	HUD 202 PRAC
Aspen Grove	MT	65	Senior	HUD 202 PRAC
Magic City Terrace	MT	85	Senior	HUD 202 PRAC
Crestfield Apartments	NC	40	Senior	LIHTC
Emerson Woods	NC	48	Senior	HUD 202 PRAC
George Knight Homes at Skyland Apartments	NC	63	Senior	LIHTC
Laurel Wood II	NC	105	Senior	LIHTC
Lewis Place	NC	216	Family	LIHTC
LIFE House of Asheville	NC	20	Senior	LIHTC
Life House of Durham	NC	25	Special Needs	Other
Montford Broad	NC	16	Family	LIHTC
Morning Glory	NC	24	Senior	HUD 202 PRAC
The Meadows	NC	47	Senior	HUD 202 PRAC
Harborview	NJ	100	Senior	223 (f)
Homestead at Harmony	NJ	60	Senior	HUD 202 PRAC
Lindenwold Tower	NJ	100	Senior	223 (f)
Woodhaven Terrace	NJ	40	Family	LIHTC
Mesa Hills Apartments	NM	60	Senior	HUD 202 PRAC
Desert Oasis	NV	75	Senior	HUD 202 PRAC
Desert Oasis II Apartments	NV	43	Senior	LIHTC
Quail Ridge Manor	NV	60	Senior	HUD 202 PRAC
Sierra Manor	NV	147	Senior	LIHTC
Sierra Manor II	NV	40	Senior	HUD 202 PRAC
Adirondacks	NY	40	Family	USDA-RD
Broome County	NY	21	Special Needs	HUD 811 PRAC
Antioch Manor	OH	25	Special Needs	HUD 811 PRAC
Autumnwood Terrace	OH	14	Senior	HUD 202 PRAC
Bethesda View Apartments	OH	21	Senior	HUD 202 PRAC
Chestnut Hill	OH	40	Family	LIHTC
Clinton Springs	OH	5	Special Needs	HUD 811 PRAC
Corason Place	OH	15	Special Needs	HUD 811 PRAC
Freedom Village Mansfield	OH	21	Special Needs	HUD 202 Loan
Freedom Village Youngstown	OH	31	Special Needs	HUD 202 Loan

Property Name	State	Total Units	Population	Property Finance Type
Friendship Village	OH	25	Special Needs	HUD 811 PRAC
Shaker Place Apartments	OH	81	Senior	LIHTC
St. Bernard Commons	OH	42	Senior	HUD 202 PRAC
Woodlawn Court	OH	21	Special Needs	HUD 811 PRAC
Autumn Trace	OK	31	Senior	LIHTC
Bent Oak Village Apartments	OK	31	Senior	LIHTC
Broken Arrow VOA	OK	9	Special Needs	HUD 811 PRAC
Meadow Cliff Apartments	OK	57	Senior	LIHTC
Sheridan House	OK	9	Special Needs	HUD 811 PRAC
Southwoods	OK	101	Senior	LIHTC
Whispering Pines	OR	63	Senior	HUD 202 PRAC
Laurel Towers	PA	86	Senior	223 (f)
New Song Village	PA	21	Special Needs	HUD 811 PRAC
Palmer House	PA	28	Senior	HUD 202 PRAC
Plainsview Apartments	PA	21	Special Needs	HUD 811 PRAC
Ciudad Dorada Victor Hernandez Building	PR	42	Senior	HUD 202 PRAC
Florida Gardens	PR	19	Family	USDA-RD
Jardines Carmeni	PR	24	Family	USDA-RD
Jardines de Aibonito	PR	24	Family	USDA-RD
Jardines de las Flores	PR	24	Family	USDA-RD
Jardines de Piedras Blancas	PR	69	Family	USDA-RD
Jardines Parque Real	PR	99	Family	USDA-RD
Lares Gardens I	PR	102	Family	USDA-RD
Lares Gardens II	PR	30	Family	USDA-RD
Paseos Reales	PR	24	Family	USDA-RD
Rio Arenas Apartments	PR	40	Family	USDA-RD
Villa Esperanza Apartments	PR	99	Senior	LIHTC
Villa Providencia Apartments	PR	76	Senior	LIHTC
Villa Santiago Apartments	PR	60	Senior	LIHTC
Chandler Creek Village	SC	38	Senior	HUD 202 PRAC
Harbor Apartments	SC	51	Senior	LIHTC
Hickory Knoll	SC	48	Senior	HUD 202 PRAC
Oaks at Sumner	SC	18	Special Needs	HOME
Snow Street Apartments	SC	48	Senior	LIHTC
St. James Place	SC	62	Senior	HUD 202 PRAC
Sioux Falls VOA Living Center II	SD	21	Special Needs	HUD 811 PRAC
Sioux Falls Volunteers of America Group Home	SD	6	Special Needs	HUD 811 PRAC
Wildflower Estates VOA Supportive LC	SD	15	Special Needs	HUD 811 PRAC
Candleridge Plaza	TN	101	Senior	223 (f)
Casa Grace	TN	46	Senior	HUD 202 PRAC
Maude Booth Gardens	TN	38	Senior	HUD 202 PRAC
Alamo Village	TX	56	Family	LIHTC
Azalea Terrace	TX	53	Senior	HUD 202 PRAC
Bretton Village	TX	40	Senior	223 (f)

Property Name	State	Total Units	Population	Property Finance Type
Buckingham Gardens	TX	49	Senior	LIHTC
Camelot Pines	TX	73	Senior	HUD 202 PRAC
Carver Plaza	TX	50	Senior	HUD 202 PRAC
Castleglen Place	TX	40	Senior	HUD 202 PRAC
Cedar, Georgia, Oakwood	TX	6	Special Needs	HUD 811 PRAC
Chupik House	TX	6	Special Needs	HUD 811 PRAC
Country Village Square	TX	38	Senior	223 (f)
Coventry, Embers	TX	12	Special Needs	HUD 811 PRAC
Evergreen Villa	TX	24	Senior	223 (f)
Fielder House	TX	6	Special Needs	HUD 811 PRAC
Fort Bend Gardens	TX	68	Senior	223 (f)
Harvestwood Apartments	TX	66	Senior	223 (f)
Heights Manor	TX	25	Special Needs	HUD 811 PRAC
Kerrville Oaks	TX	36	Senior	223 (f)
Lakeview Place	TX	79	Senior	223 (f)
Liberty Manor	TX	68	Senior	LIHTC
Manor at Hancock Park	TX	58	Senior	LIHTC
Northway Landing	TX	48	Senior	LIHTC
Park Meadows	TX	80	Senior	223 (f)
Prairie Creek Village	TX	120	Senior	223 (f)
San Juan Village	TX	86	Family	LIHTC
Santa Rosa Village	TX	53	Family	LIHTC
The Oaks	TX	260	Senior	LIHTC
Thomas Square	TX	40	Senior	LIHTC
Countryside Estates	WI	16	Special Needs	HUD 811 PRAC
Forest Towers Shawano	WI	6	Special Needs	HUD 811 PRAC
Green Valley Estates	WI	16	Special Needs	HUD 811 PRAC
Manitowoc Shores	WI	16	Special Needs	HUD 811 PRAC
Bell Park Tower	WY	40	Senior	HUD 202 PRAC
Penrose Place	WY	15	Senior	HUD 202 PRAC





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