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To say that our Fiscal year 2021 was a year to remember for Volunteers of America National Services ("VOANS") is certainly an understatement! The elongated COVID-19 pandemic, the government transition in Washington, DC, continued focus on long overdue racial and social justice issues among other events created a sense of uncertainty throughout our organization and society as a whole. These unprecedented events have tested our resilience, but in every corner of the organization, the team has risen to the challenge by finding new ways to provide excellent service to our clients.

It is with an incredible sense of pride that we are excited to share our VOANS FY 2021 Impact Report. This is the first time that we have assembled some of our accomplishments in a report format. We hope that it becomes a helpful tool for our VOA family and external partners to value our contributions toward uplifting people through our housing and healthcare work. The services we provide are needed now more than ever, as we move beyond 2021 and look toward the future.

We could not be prouder of the work of our amazing team members and the positive impact it has had on our clients, their families and communities across the country. Thank you for your interest in and support of VOANS as we build on this past year’s accomplishments to create an even brighter future for the people we are called to serve.

With gratitude,

Mike King
President & CEO

Sharon Wilson Geno
EVP and Chief Operating Officer

Patti Andreini Arnold
Board Chair
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.

Volunteers of America National Services (VOANS), an affiliate of Volunteers of America, Inc., is a human services provider with operations nationwide and in Puerto Rico. VOANS has a long-established national presence as a quality provider of both housing and healthcare. 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.
WHO WE ARE

Over 33,909 served annually in 38 states and Puerto Rico

75% Senior
20% Family
5% Special needs (disabled, Veterans, etc)

2428 Employees
2181 employees in senior living/healthcare
247 employees in housing development // residents services //operations

Affordable housing owned and operated by VOANS
238 Properties
13,769 Units

Senior living and healthcare snapshot
4995 people served in 7 States

5 Home Health Agencies
3 Program of All-inclusive Care for the Elderly (PACE)
1 Meal Program
2 Adult day services

12 Skilled Nursing facilities
12 Assisted Living facilities
6 Independent Living facilities
8 Memory Care Units

173 properties utilize the service coordination model

Service coordinators help enable residents to live independently, longer in their homes, decrease unnecessary hospitalization and nursing home admissions and to improve residents’ quality of life or well-being.

• Out of 10,087 residents at the properties with service coordinators, 94% of the residents use the service coordinator program
• On average residents annually utilize the service coordinator program 51 times
• Connect residents to benefits checkups, health and transportation services, meal programs, social activities, exercise, and educational opportunities
Friendship sunny side up ......like a good breakfast.

Friendship comes in all shapes, sizes and where and when we least expect it. Noreen, a decade long resident of North Park Plaza in suburban Minneapolis and her Home Health Aide, Latoshata Bibbs affectionately known to most as “Pumpkin”, have forged a bond you typically witness in a good movie. They met because Noreen receives services through our comprehensive home care which can include medication management, complex medical care, and non-medical tasks such as bathing assistance, and transferring from one location to another. Noreen is 94 years old and a former educator. She continues to live in her home with the support and love from people like Pumpkin. Due to Noreen’s food sensitivities, she does not utilize the meal plan. Enter Pumpkin......two years ago Pumpkin started working at VOANS. As their relationship evolved, Pumpkin realized Noreen needed help with breakfast and started, what is now a daily ritual, of making breakfast for her friend. Noreen likes her oatmeal with brown sugar, diced apples, butter and milk. Other staff have attempted the culinary responsibilities, but according to Noreen “they just don’t seem to know how to make it as good as Pumpkin.” Her other Pumpkin favorite is two cups of coffee, apple juice, pancakes and eggs, sunny side up.

Pumpkin attends medical appointments with Noreen. Pumpkin tells a story with a laugh, “she feels like my grandmother, so I am protective. When I take her to the dentist, sometimes I have to leave the room. I feel like they shouldn’t ‘dig’ in her mouth like that.” Noreen smiles fondly and counters with “Pumpkin always peeks her head into the room when I am in the in the dentist chair to ask if I am okay. Pumpkin is my friend.”

Noreen shares she suffers from Fibromyalgia and has adopted a mantra to start the day. Each morning Noreen begins the day by naming all of the things for which she is grateful. This includes why she is grateful for the home health service and that she looks for things to appreciate in people. “Sally is such a good boss, she selects good people to work for her. She’s fair, thoughtful, she listens well. Pumpkin is always cheerful, willing to listen to me and solves my problems when she can. She tells me little things about herself, so I know she’s real. All the staff are wonderful, Pumpkin is the star. I would recommend this program. People go through lots of things and they need the support. When I’m in pain, they can tell and they’re patient.”

Two cups of Pumpkin’s coffee seems like the perfect way to start the day and a friendship.
COVID-19 RESPONSE

While we serve vulnerable seniors in both our housing and healthcare businesses, as you can imagine, our senior healthcare facilities were particularly impacted. VOANS has always known our frontline staff are essential, but now the global community knows how invaluable a team like ours is. Our consistency of care during the COVID 19 crisis is nothing short of a human-led miracle. Almost overnight, staff became experts in CDC regulations and PPE and changed the way we do business. Extensive infection controls were put into place, this included everything from wearing gloves, face shields and gowns to increased disinfection of public areas.

When regulations forced us to shut our doors to outside visitors, communication with residents, staff and families became imperative. Creative solutions such as Voice Friend, an integrated email/text messaging service, allowed staff to efficiently communicate with other team members, residents and family members. During the height of the outbreak, family concern was at an all-time high and VOANS created a toll free line that was manned 24-hours a day to take calls and answer questions. Furthermore, our housing team created the Social Isolation Prevention Team that provided residents with activities, resources, and services to combat isolation.

To protect residents and staff, VOANS established 20 bed COVID-19 units at our Anoka and Rochester senior living campuses. Each unit was separated from the rest of the community with separate entrances and air handling systems. Staff who attend to these units are dedicated to them, receive special training and received special pay rates.

Hope arrived in December 2020 with the Emergency Use Approval (EUA) of two different vaccines with our team members and residents prioritized for the first doses. In partnership with CDC and LeadingAge, our vaccination clinics were open to all residents and staff including contracted staff in key areas such as therapy and food service. By March 2021, 100% of VOANS senior living communities and housing properties had hosted vaccination clinics.

The successes experienced in this battle against COVID-19 are a testament to the perseverance and dedication of each and every staff member.
Compassion shines through our mission, our staff and even the residents. Erik, a resident at Freedom Village in Youngstown, Ohio, shares and lives by the shared values of VOANS. He has worked for Goodwill Industries for over 20 years as a broadcast technician. The program he works with helps individuals who are blind or have learning disabilities. They can tune into his broadcast and listen to local and national news. Erik records what volunteers read and ensures recordings are easily accessible. And to discover, Erik is blind, but that does not stop him from living his life to the fullest. He is involved with his community, attends most functions at the property and church every Sunday.

Erik has many interests, including being an avid sports fan. He also enjoys listening to books and movies, collects action figures and loves wearing festive outfits. The residents at Freedom Village look forward to his costume choices each Halloween. He had a fully equipped Ghostbusters’ outfit last year and took his role of extracting aliens seriously. He LOVES bingo, so the property service coordinator researched how to purchase braille bingo cards so that Erik and others can enjoy the pastime. His passion and compassion are remarkable. We are lucky he is a resident at Freedom Village.
VOANS STRATEGIC PLAN
2020 - 2023

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 directions are:

**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.

**Elevate Organizational Infrastructure**
Maintain a strong organization that supports improved integration of housing and health care expertise.
Pat is one of 80 residents at Rolling Oaks participating in VOANS’ innovative Aging with Options program that is designed to bring health equity, resident services, social connectivity and partnerships to low-income seniors enabling them to live longer, healthier lives. The program teams a wellness nurse, service coordinator, community health worker and technology to combat social isolation and improve health outcomes. Uraizee is one of eight graduate nursing students who spent 90 hours this summer in clinical rotations at the campus as part of her community health course. “They are eight extra pairs of eyes and ears and hearts that are listening, hearing and giving their best recommendations and consulting with our team,” said Pamela Galloway, the Service Coordinator at Rolling Oaks. “I want to bring in health and wellness education in a fun way. I thought we could disguise it as a social adventure with these young energetic nursing students.” Roughly 75% of the residents participate in one-on-one visits with the nurses and participates in group activities through the Integrated Wellness in Supportive Housing (IWISH) Demonstration program. The model facilitates successful aging in the community by helping residents proactively address their health and social needs to maximize their independence, wellbeing and quality of life to help residents live longer in their homes. Rolling Oaks seniors lack support from family. Being a member of this community enhances their quality of life and enables them to live independently and longer in their own homes.

“When I stopped by to visit Pat, she welcomed me into her home, discussed her health, everyday routine and shared personal stories of her life.” Uraizee recalled. “I helped adjust and tighten her new bike and she now includes this as her daily wellness regimen.”

While students learn about the world outside an acute-care setting, work of the program has reached a national audience. In August, the American Association of Service Coordinators honored Rolling Oaks with the Affordable Housing Innovative Program of the Year.
YEAR IN REVIEW

CADENCE APARTMENTS // Fort Collins, Colorado
Closed on $20MM project
55 affordable senior units

MIAMI AREA
Closed over $111 MM in financing to provide capital improvements for 418 affordable senior apartments, including broadband throughout the building, unit upgrades, and improved community space.

ISLE VIEW APARTMENTS // Isle, Minnesota
Acquired a 41-unit senior property

PUERTO RICO
Acquired three senior properties, totaling 235 units

IVY HILLS APARTMENTS // Havre de Grace, Maryland
Completed 32 newly constructed affordable townhomes

BENT OAK VILLAGE // Choctaw, Oklahoma
Completed renovations of 31 senior units

THE PRESERVE // Fort Myers, Florida
Opened 38 assisted living apartments with 75 residents in the skilled nursing center

HISTORIC LANGSTON-SLATER SCHOOLS // Washington, DC
Awarded development rights for our first affordable housing project in the nation’s capital
YEAR IN REVIEW

VOANS is the development consultant to VOA, Inc. in its effort to finance and develop a new headquarters in the Buzzards Point area of Washington, DC.

Launched Process Improvement, Value and Optimization Team (“PIVOT”) for organizational process improvement and trained six staff across housing and healthcare in Lean/Six Sigma to support efficiency projects across the organization.

VOANS has launched WeCareConnect, an interactive platform for employees to share comments and concerns, to help increase employee satisfaction and retention.

Initiated the Treatment In Place program model, which focuses on providing behavioral health services to support the mental health needs among the aging population.

New Edge2Learn Education Platform, state-of-the-art learning management system with hundreds of training courses.

Launched Housing for Healthcare and Justice Fund; Philanthropic goal of $25MM.

70% of residents admitted to our Rehabilitation and Living Centers (RLCs) returned home, placing our RLCs in the top 20% of all nursing homes in the country.

93% of PACE participants were Satisfied or Very Satisfied with services.

92% of PACE participants were Satisfied or Very Satisfied with services.

90% of our housing residents believe VOANS met or exceeded their expectations of overall customer satisfaction and are willing to recommend our communities to a friend or relative.

88% of housing survey respondents indicate that their communities feel safe.

93.2% 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.
Together with PACE

Rick was 57 years old when he entered PACE in August, 2014. He was one of our first participants. He was a professional truck driver most of his adult life. His wife was a “stay at home” mom, and they had raised two children and are now proud grandparents to a beautiful grandson.

About a year before Rick entered the PACE program, he had been diagnosed with Multiple Sclerosis. His wife said to him..."you have worked hard to provide for us for so many years, so now it’s your turn to stay at home. I will go to work" so that is what they did.

Soon after, they needed additional help. Rick was a very tall man and she could not do all the heavy lifting, not to mention his wife was working full time. When Rick entered the PACE program, he was wheelchair bound, but could feed himself and help with basic care needs. He remained cognitively intact; however, his speech was already starting to deteriorate. Rick worked closely with Rehab....he loved getting up and walking with the assistance of the parallel bars and the staff. Rick showed his beautiful smile whenever possible ......to go with his big heart.

When Rick was still able to verbally communicate, he told the homecare staff that he wanted to take his wife on a date. The PACE team realized this was not feasible, so they arranged for a date night at home. The aide prepared a meal with Rick’s help, even if limited. When his wife arrived home from work, she was overcome with joy and Rick was beaming.

Two months ago, Rick started experiencing abdominal pain and was in distress and general decline. After much testing, it was determined that Rick was going into liver failure and that he had Cancer as well. His wife wanted him to be at home as she said that is what Rick would want. The team placed needed hours of homecare in addition to end of life services which included hospice nursing. The chaplain was very involved with the family as well.

Surrounded by friends and family, Rick died peacefully a few days after returning home. Members of the original PACE team that "knew him when" ....the same aides, PT, OT, LPN who had been there seven years ago paid respects to Rick and his family. #TogetherwithPACE.
PARTNER HIGHLIGHTS

The Wells Fargo Foundation and VOANS each have a long history of serving our veteran population. This partnership provides a unique opportunity for the two organizations to provide housing solutions to homeless veterans. With the generous investment of 3 million dollars, VOANS and Volunteers of America’s geographic affiliates will:

- Develop new construction properties and/or conversion/repurposing of 125 units for permanent supportive housing for veterans.
- Our goal is to utilize innovative construction techniques – modular, container, and/or 3-D printing in order to speed up the process of providing veteran specific units.
- Los Angeles, Minneapolis St. Paul, Austin, Raleigh Durham

VOANS has been awarded five (5) Capital Magnet Fund (CMF) allocations, totaling over $21.8 million in grant funds. To date, VOANS has constructed or preserved over 2,000 units, leveraging $347 million in total development costs. These CMF awards provide critical gap financing, allowing VOANS to continue the delivery of quality affordable rental units and integrate healthy design features to encourage positive health outcomes. In FY21, VOANS utilized CMF Funds to leverage over $151 million in total development costs for affordable housing, completing over 500 units with another 315 units under construction.

The CMF was created to encourage investment in affordable housing and related economic development efforts that serve low-income families and low-income communities across the country. The CMF is designed to structure investments to produce at least ten times the size of the award amount, generating a multiplier effect that means that more low-income people and low-income communities nationwide will have housing options within their financial reach.

Over the next three years, Parker Health Group has committed to $750,000 to support our Aging with Options model that adds a full-time community health worker (CHW) position and a part-time wellness nurse to enhance the existing service coordination program for the 100 plus Harborview senior residents in Jersey City, NJ. The CHW serves as a health advocate for disadvantaged populations and is trained and educated in the public health and the health care field. The wellness nurse provide health education and coaching to residents, offer basic health and vital signs monitoring, help residents work effectively with their healthcare providers, host group activities, and assist with returns from hospitals or nursing homes. Enrolled residents receive free internet, voice-activated smart speakers, and tablets to self-manage their health-related activities, such as reminders for doctor’s appointments. As important, the program will ensure that no one is isolated from friends and family. Additionally, VOANS is conducting a three year evaluation of the program with LeadingAge LTSS Center at the University of Massachusetts Boston to prove the health outcomes of and business case for providing technology to seniors.
50 years of commitment to Maplewood Senior Living

Hellen Thorne. A name we should all know and remember. A name of one of our most loyal and consistent team members. The name of one of the original staff at our Maplewood Senior Living site in Minnesota. Hellen retired after a half century of service to Maplewood facility and its residents. We have been graced by her dedication and can learn from her work ethic. Every day Hellen woke up and came to work and held various positions at Maplewood including Trained Medication Administrator, Receptionist and Laundry Assistant. She wanted Maplewood to feel like home for the residents. During her time with us, she and other staff created a cookbook for residents titled A Taste of Home. Not because she had to but because Hellen wanted to create the comforts of home for everyone living at Maplewood. Congratulations on your golden term with us. We are fortunate to have had you as a colleague, friend and family member.

Hellen retired after a half century of service to Maplewood facility and its residents. We have been graced by her dedication and can learn from her work ethic. Every day Hellen woke up and came to work. Her first day of work was December 3rd, 1970, and she retired on the same date 50 years later, December 3rd, 2020. Hellen held various positions at Maplewood including Trained Medication Administrator, Receptionist and Laundry Assistant. She wanted Maplewood to feel like home for the residents. During her time with us, she and other staff created a cookbook for residents titled A Taste of Home. Not because she had to but because Hellen wanted to create the comforts of home for everyone living at Maplewood.

Congratulations on your golden term with us. We are fortunate to have had you as a colleague, friend and family member.
DIVERSITY, EQUITY AND INCLUSION JOURNEY

- Established Diversity, Equity and Inclusion Strategy Team
- Adopted company-wide DEI national statement
- Signed CEO Action for Diversity & Inclusion pledge

2018

- An average of 41% of construction dollars were spent on MBE/WBE subcontractors
- Held multiple “listening sessions” for staff to share and gain strength during recent events of unrest
- Adopted new strategic plan highlighting three key areas of focus for Diversity, Equity and Inclusion: Education & Training, WBE/MBE Contracting Policy and Increasing the Diversity of Governing Bodies
- Conducted site level manager Diversity training across programs

2019

- Launched education series, titled “Disrupting the “Isms” focusing on our core service areas (housing, healthcare, and ministry)
- Increased diversity representation on management and leadership teams
- Increased diversity representation on board and committees from 18% to 36%

2020
The Vista Girls

Meet Perry, Evalee (Lee), and Rhonda. Living in the same assisted living facility is only one connection. All three are retired nurses and have been PACE participants for over three years. The PACE Michigan staff describe Tuesdays and Thursdays as the brightest days of the week because of the light and laughter the three women share when they visit the center. Because of restrictions due to COVID-19, the center was closed for 9 months. In that time, Lee moved to a new facility; wearing masks made it hard for Dora to recognize familiar faces, so Rhonda dedicated herself to being the glue to maintain the Vista Girls friendship. Rhonda initiates daily calls to Lee and to Dora — that is if she is not able to see them in person. Recently Rhonda contacted the Center staff to ask if it would be possible for PACE to assist in delivering a housewarming gift to Lee in her new home. The PACE team collaborated to complete the special delivery. The smile on Lee’s face when she received the gift was a present for all involved. Lee cannot wait to be back to the Vista Girls table in the day center. The ladies even share a love for books and recently discussed a book about World War II Nursing.

This friendship, even if remote or socially distant during the last year, was a lifeline of connection. The PACE staff and friends remind us how powerful friendship can be.
Our employees and residents are the heart of what we do and deserve organizational support to be happy and healthy. Launched in March 2021, the Well-BEing campaign is geared to promote and maximize the seven key areas of an individual's complete self. The content offered from the Well-BEing program provides resources to help encourage the overall welfare of those we serve and those who serve at our communities. The VOANS Well-BEing program is geared to promote and maximize the seven key areas of an individual’s overall well-being:

- **PHYSICAL**: Positive lifestyle choices so to live in a balanced state of body, mind and spirit.

- **SOCIAL**: A sense of belonging and connectedness to others; feeling loved, cared for and valued.

- **EMOTIONAL**: Recognizing one’s feelings and being in control of thoughts, feelings and behaviors.

- **INTELLECTUAL**: Using our intellectual capabilities in meaningful and satisfying ways.

- **SPIRITUAL**: Being connected to something greater than yourself; a sense of values, morals and beliefs that provide a sense of meaning.

- **SERVICE**: Satisfaction in one’s life through work; provides a sense of purpose and productivity.

- **FINANCIAL**: A state wherein a person can meet current and ongoing financial obligations and feel secure in their financial future.
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VOANS AND AFFILIATE ENTITIES – END OF YEAR REVENUE AND EQUITY

TOTAL HEALTHCARE Revenue and Equity
$233.9M

TOTAL HOUSING Revenue and Equity
$245.3M
$132M Properties
$37.4M Equity
$75.8M Development // Management // Ownership

Healthcare 49%
Development, Management, Ownership of Housing 16%
Housing Properties 27%
Housing Equity 8%

$245.3M
$479M

91.3%
of organizational expenses goes directly toward program activities

Complete audited financial statements are available upon request
*Gulf Coast Village and various housing properties are not consolidated on the VOANS balance sheet
**Figures are based unaudited financial statements