

You are a miracle!*



NORTHERN
NEW ENGLAND

We feed. We shelter. We help. We teach.
THIS IS WHY WE DO WHAT WE DO.™

WHAT WE DO

At Volunteers of America Northern New England we serve the people of Maine, New Hampshire and Vermont with the promise to “go wherever we are needed, and do whatever comes to hand.” Our goal is to reach out and uplift the human condition and provide opportunity for individual and community involvement.

***Levi’s story**

Levi is a graduate of Volunteers of America’s Arthur B. Huot House transitional living program for veterans. Through evidence-based programming, workforce development and personal support, he was able to rebuild his life, regain his livelihood and find independence. “I was in a cloud, but now things make sense,” Levi says. “VOA brought me into the fold and gave me a base of operation and the opportunity to open my mind.”

32 programs in Northern New England

Behavioral Health Programs:

- Intensive Residential Treatment
- Daily Living Support Services
- Brackett Street Residence
- Beach Street Residence
- Sawyer Street Residence

Youth and Family Services:

- Camp POSTCARD
- Scholastic Books and Read & Rise
- Action Teams
- Volunteer Income Tax Assistance Program

Senior Services:

- Ten affordable Senior Housing Communities in Maine & New Hampshire;
- Options at Home; and
- Navigation Services

Veterans Services:

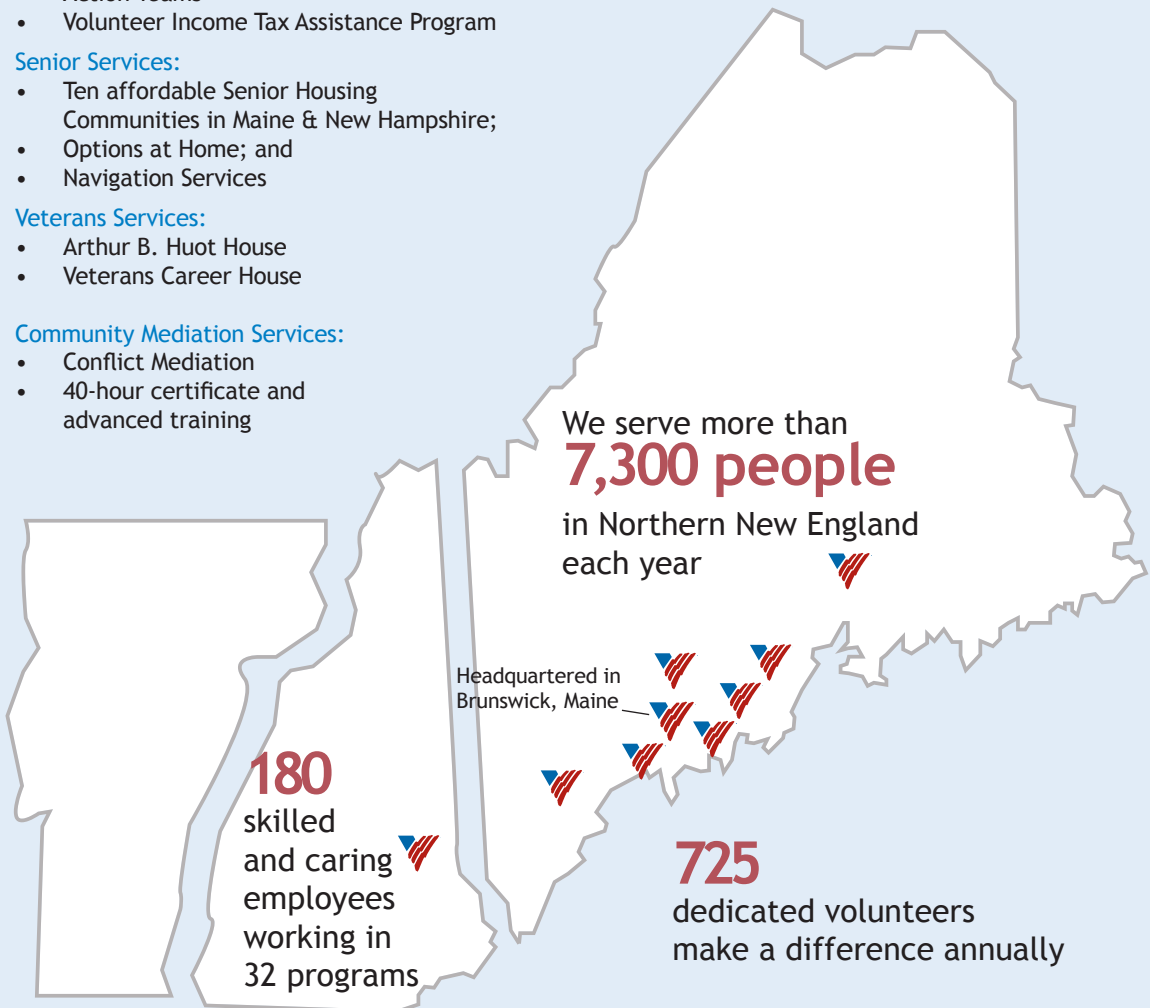
- Arthur B. Huot House
- Veterans Career House

Community Mediation Services:

- Conflict Mediation
- 40-hour certificate and advanced training

Community Justice:

- Maine Coastal Regional Reentry Center
- Northern Maine Regional Reentry Center
- Penobscot County Community Justice Services
- Sagadahoc County Community Justice Services
- Waldo County Community Justice Services
- Lincoln County Community Justice Services
- Bridging the Gap at Two Bridges Regional Jail
- Batterers Intervention Program





June Koegel
CEO, President



Mark Ellis
Board Chair

LETTER FROM THE CEO and BOARD CHAIR

Volunteers of America leads the way in providing the most respectful care through innovative programs to meet the needs of our neighbors in Maine and New Hampshire. In 2013, we served 7,300 people, helping them learn new skills, gain confidence, and find stability.

On a daily basis we confirm the truth of our mission: Volunteers of America is the charity that always steps forward to help the most vulnerable and take on the most difficult tasks to help people who are underserved.

We are dedicated to rebuilding lives

And we hear it from our clients: “You are a miracle,” says Levi, a veteran who was formerly homeless and now has regained his master electrician license and has moved into his own apartment. “VOA has taken away the pressure. For me, it’s a new and better life.”

We are blessed to have dedicated employees, board members, community partners and donors who believe the best way to change lives for the better is to strengthen the connections between us.

Evelyn, who has lived in one of our affordable senior housing communities for four years, has found those connections have made a difference in her life. Evelyn lost her home to foreclosure, but found a safe, affordable home by coming to Volunteer of America. “I love it here!” She says. “I get along well. I’m on the go. It feels like a small, friendly community.”

Major Milestones in 2013

- Our 10th senior housing program opened in January 2013. Paul Hazelton House II was fully occupied within one month.
- In spring 2013, we hosted our second Young@Heart concert, proving that as you age, you continue to find pleasure in music, movement and connecting to people.
- We expanded our workforce development efforts with a JTG grant that served Veterans, Reentry Center residents, and residents of our Behavioral Health programs.
- Community Mediation Services expanded to support seniors with the Under One Roof program and family reunification efforts in our corrections programs.
- Our commitment to encourage community engagement is a vital aspect of programs. In 2013, Reentry Center residents provided 3,600 hours of community service; 20,000 pounds of produce from the Reentry Center garden was distributed to 25 hunger relief organizations.
- In our community justice programs in four counties, staff helped nearly 900 participants avoid incarceration by providing day reporting, alternative sentencing, pre-trial and diversion programs.

We are proud of our well-established programs that have evolved over the past 21 years and look forward to expanding our services in response to growing challenges.

THIS IS WHY WE DO WHAT WE DO.™

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Behavioral Health

Our five behavioral health programs serve individuals who are 18 years or older and who have been diagnosed with persistent mental illness or co-occurring conditions.

Our programs welcome people whose behaviors have frustrated the best efforts of other care givers. We use evidence-based programming to foster new thinking, attitudes and behaviors that lead to positive personal changes, independence, maturity and self-responsibility.

Our goal is to help break the cycle of hospitalization and homelessness and create a path to self-realization and community engagement.

44 men and women
living with mental illness
avoided homelessness or jail.

4,287 days without hospital
stays, saving the state more than
\$8,321,067*
in hospital stay costs.

*Based on a 2011 Kaiser Family Foundation's average "hospital adjusted expenses per inpatient" of \$1,941 in Maine.

A "Get To Know VOA" picnic in May 2013



Innovative programming

BRACKETT STREET:

This six-unit residential treatment home serves men who are living with mental illness, have a criminal justice history and substance abuse disorders. We provide a respectful recovery environment to help our clients gain life skills, self-awareness, healthy relationships and community connections, helping divert our clients from the correctional system.

BEACH STREET:

We provide a safe and secure placement for men suffering some of the most challenging mental illness diagnoses. We focus on building life skills and community connections to prevent psychiatric hospital stays.

SAWYER STREET:

We empower our residents to maintain their independence as they age while encouraging community involvement. In 2013, we changed our licensing from a Level III facility to a Level IV and expanded our capacity to serve seven women, with a goal to serve eight women.



DAILY LIVING SUPPORT SERVICES:

To help clients transition from 24-hour residential treatment to fully independent living, we offer support services that help clients sustain independence through well-checks, support and case management services.

INTENSIVE RESIDENTIAL TREATMENT:

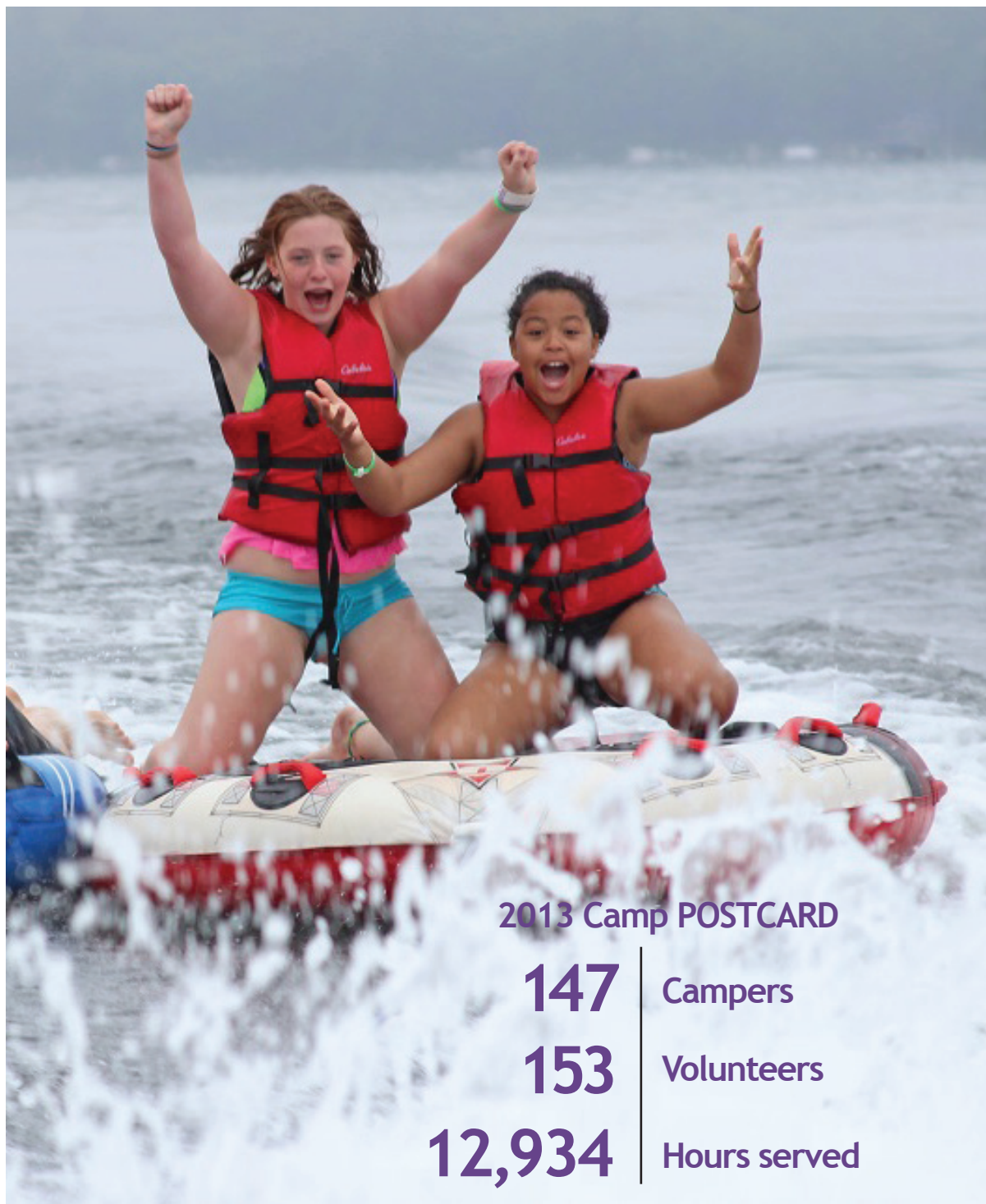
High-profile clients have few options other than jail or a stay in a psychiatric hospital. We help these most difficult clients with a stable, supportive environment that includes one-on-one support, 24 hours a day.

Behavioral Health milestones

144 the average number of community engagement outings each client experiences a year, from visiting the library to gardening to whitewater rafting.

#1 We are the only provider in Maine to offer one-to-one, intense programming for those living with severe mental illness.





2013 Camp POSTCARD

147

Campers

153

Volunteers

12,934

Hours served

Youth and Family

Camp POSTCARD

In 2013 Volunteers of America Northern New England celebrated its 20th year partnering with the Maine Sheriffs' Association and Maine D.A.R.E. Association to bring Camp POSTCARD to kids in Maine. Camp POSTCARD ("Police Officers Striving to Create and Reinforce Dreams") is a free week-long, overnight summer camp for Maine 5th and 6th graders — helping them build relationships, learn life skills, and change their perceptions of law enforcement.

The average cost of a week of camp is typically between \$800 and \$1000, which is well beyond the means of many Maine families. Camp POSTCARD provides a free week of camp at Agassiz Village in Poland, Maine for those children most in need.

Camp POSTCARD seeks to establish mutually beneficial relationships between deserving 5th and 6th graders from Maine and law enforcement professionals. Our experience over the past twenty years has shown us that significant change is possible in an environment of positive activities, outdoor recreation, structure, healthy food, and opportunities to interact in new ways with different people.



"He was a hundred percent different person..."

Camp POSTCARD helps boost campers' self-esteem

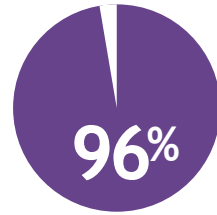
Steve, a fifth grader from midcoast Maine, was living in fear. His mom suffered from anxiety, so Steve had never been exposed to many things and was afraid of heights, swimming, crossing bridges, trying new foods, you name it. He also had Attention Deficit Hypersensitivity Disorder (ADHD).

When he arrived at camp, he was shaky and nervous. But once he met his cabin leaders and settled in his cabin, his fear subsided.

During that week, he learned how to swim, tried riding in a canoe and discovered he loved mangoes — all things he would never have tried on his own. Thanks to the guidance of Steve's

social worker, Flower Noble, he was lucky to return to Camp POSTCARD a second year.

"The second year, he really learned to swim by treading water, at least briefly, and had a ball all over again," says Noble. "He learned to take more orderly care of his things, which is important for kids with ADHD. Also, in the past, he used to play a video game where you 'shoot' cops. But in going to camp and meeting actual law enforcement professionals, he made a lot of friendships with them — and now wants to become a search-and-rescue specialist in the Coast Guard, thanks to the respect he developed for the uniform."



Campers who tried something new



Campers who said being healthy is important

2013 CA\$H Maine

4,678

\$6.5
million

low-income,
working Mainers
worth of federal tax
refunds returned to
the local economy



Youth and Family

About one-third of Maine households live in poverty. This is why Volunteers of America provides high quality, innovative services for disadvantaged and disconnected children and families. We are committed to helping youth and families strengthen their communities and rebuild their lives.

How Volunteers of America Northern New England strengthened communities in 2013:

4,678 low-income people accessed free tax preparation, financial education and asset-building services from the **Creating Assets, Savings and Hope (CA\$H) Maine** coalitions, which are supported by Volunteers of America through an IRS grant.

5,928 Scholastic Inc. books were distributed to families and children in Maine to promote early reading and literacy skills.

\$8,000 Four, \$2,000 scholarships were awarded to Action Team members by the Major League Baseball Players Trust.

32 teen volunteers gained leadership skills and served their communities with the Volunteers of America **Action Teams**.

12 mothers at a transitional housing residence in Portland received early literacy guidance by the volunteer-based **Read & Rise** program.



Scholastic Books

In 2013, we collaborated with Preble Street to distribute hundreds of free books, donated by Scholastic Books, Inc., to children who participated in the summer meals program (above, right). Other programs receiving the nearly 5,928 books include Read & Rise (above left) and Camp POSTCARD.



Senior Services

With 1 in 3 seniors living in poverty, finding an affordable place to call home isn't easy. Volunteers of America is one of the largest providers of affordable senior housing in the nation. We believe that service-enriched housing is paramount to the long-term independence and success of the people we serve. A service-enriched home allows seniors to age in place with dignity. It also delivers better outcomes to the residents we serve at a lower public cost than other settings. From independent living communities, with onsite service coordination, we provide support services vital to senior citizen health and well-being.

Affordable housing

Our tenth affordable senior housing community, Paul Hazelton House II, opened its doors in 2013 and welcomed 31 new residents. Since its opening, the

house has become a community center, hosting many civic organizations and community partners in the new community room.

Paul Hazelton's "Let's Eat" program, which provides healthy food options to senior residents, inspired the adoption of food pantries at four additional housing communities in 2013.

Options at Home

As part of Volunteers of America's service-enriched housing, we offer In-Home Support Services and Navigation Services. In 2013, we continued to serve more residents with these services, helping seniors age in place, prevent isolation, increase access to community resources, and experience a better quality of life.



Young@Heart Chorus 2013 concert.



Paul Hazelton II opens.



Bowdoin College volunteers help out.

Aging with Options milestones in 2013

\$13,090 the average fixed income of residents at our affordable senior housing communities in Maine and New Hampshire. But seniors only have to pay 30% of their income after medical expenses and receive a monthly utility allowance.

410 seniors with low income received affordable housing in safe and supportive communities.

63 residents received in-home support services, helping them age in place at home.



Veterans Services

Nearly 70,000 veterans, heroes in our midst, are homeless on any given night in America. We are committed to ending homelessness among veterans. Since 2001 we have been serving homeless veterans with safe, supportive housing; transition services; career counseling; and cognitive-behavioral programming and support.

Veterans services milestones:

33 Veterans received safe, transitional housing, case management services, career development training and life skills programming to help them find employment and gain independence.

#1 The Arthur B. Huot House is the only coed transitional housing program for veterans in Maine.

50% More than 50 percent of veterans who live in our transitional housing for six months achieve our target outcome of stable, adequate permanent housing and half of those are still in permanent housing after 12 months.

50% More than 50 percent of veterans in our employment program achieve our target outcome of employment, and almost half of those are still employed after 12 months.



Veterans engage in the community

Our partnership with Rolling Thunder Chapter 1 and the Military Veterans Motorcycle Club Storm Riders continued with the annual Ride for the Homes in 2013 (left). Our veterans tend a garden each summer and two of our veterans (above left) stand with one of their accomplishments. Home Depot volunteers (above right) help build a screen house for our veterans.



Community Mediation Services

We all experience conflict at some point in our lives. Community Mediation Services' statewide network of trained, neutral mediators help people have difficult conversations without the emotion getting in the way. Our goal is to help preserve relationships, clarify issues, explore options and reach agreements everyone can live with.

Under One Roof helps seniors live in community

Through its Community Mediation Services Under One Roof initiative, Volunteers of America is helping seniors understand how interpersonal issues affect their experience of living in community.

"There seems to be a honeymoon period for residents when they first move in or when a house first opens," says Community Mediation Services Program Manager Elaine Bourne. "But at some point some become disillusioned, disgruntled, and basically unhappy with interdependent community living. Under One Roof is trying to give people the tools to change that."

Through a series of workshops and trainings, Community Mediation Services mediators helped senior residents develop tools for conflict management and resolution in general.

"I sense [the residents'] excitement and hope," says volunteer mediator, Brenda Mitchell. "They now believe that maybe there's something they can do [to improve their environment]. Sometimes it's just giving people empathy for the situation that they're in. The group can see that you don't have to fix it, you can just listen — and do some good."



New Program Highlights:

Family Reunification Mediation Services launched in 2013 at the Maine Coastal Regional Reentry Center, Belfast.

Mediator Roadblocks Workshop presented in 2013 by Elizabeth Stokoe, Professor of Social Interaction and Associate Dean at Loughborough University, Leicestershire, United Kingdom.

Helping people transform conflict

1,103

the number of hours our volunteer mediators served helping people transform conflict and preserve relationships.

180

clients served with mediation services, conflict resolution education, and other alternative dispute resolution education.

35

new mediators were trained through the 40-hour basic mediation training program. Advanced training programs included, Family Law, Domestic Violence, Consumer Law, and Elder Law.

#1

The **Under One Roof** initiative received a Leading Age Innovation Award and was awarded a grant by the JAMS Foundation.



Community Justice Programs

Since 1896, we have been helping people successfully transition from prison to productive life in the community. Our reentry centers and community justice programs provide skills development, case management support, and community service opportunities.

Community Justice program milestones:

**\$3.5
million**

total value of money saved by Penobscot, Sagadahoc, Lincoln and Waldo counties by preventing clients from spending 38,099 days in jail based on the average daily cost of a bed at \$90 a day.

20,000

the number of pounds of produce from the Maine Coastal Regional Reentry Center (MCRRC) garden that was distributed to 25 hunger relief organizations in Waldo County.

3,600

the number of hours of community service our MCRRC residents provided to local nonprofits and service organizations.

883

participants in our community justice programs in four counties avoided incarceration through Volunteers of America's day reporting, alternative sentencing, pre-trial and diversion programs.

56

the number of residents served by the Maine Coastal Regional Reentry Center in Belfast, Maine.



Residents engaged in the community

Residents of the MCRRC volunteered 3,600 hours in 2013 for local nonprofits. Volunteer projects included preparing and serving a gourmet meal (above, left) and hosting other fundraisers that raised \$4,000 to benefit Ames and Weymouth Elementary Schools. Residents also participated in a job fair and volunteer recognition event (above, right) in 2013. Left, our Alternative Sentencing programs allow people to serve their sentence in a non-jail location and perform community service. Our ReFinement Program helps people pay court-ordered fines through supervised community service.



Above: Volunteers of America co-hosts a second Young@Heart Concert. Top, right: Home Depot volunteers build a screen house for veterans at the Arthur B. Huot House. Below, left: The Maine Coastal Regional Reentry Center hosts a job fair and recognition event. Below, right: The Thornton Academy Action Team visits the Paul Hazelton House. Bottom, left: Read & Rise helps families connect through literacy. Bottom, center: United Way Day of Caring Volunteers from Unum at the Paul Hazelton House. Bottom, right: The first affordable family housing is built on Peaks Island.



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 Biddeford and Saco
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 and Speech

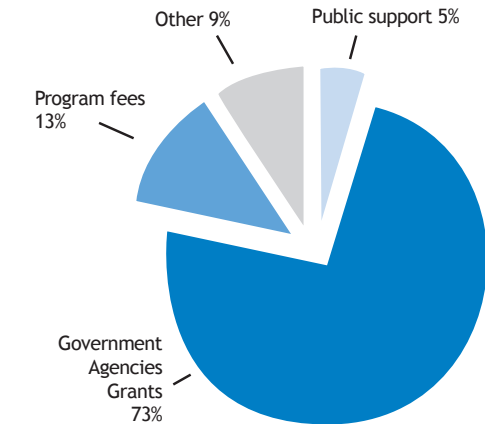


Portland Junior Pirates paint at the Arthur B. Huot House for veterans.

2013 Financial Overview

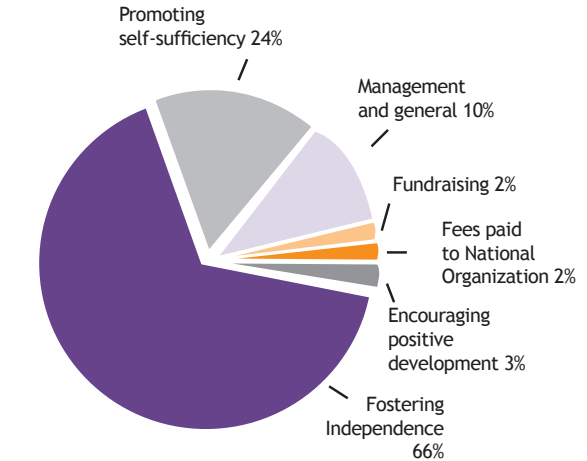
Fiscal year 2013 was a successful year for our organization. Our fixed assets increased by \$3.5 million during 2013, primarily due to the completion of Paul Hazelton House II and the acquisition of the two affordable family housing properties on Peaks Island. Net assets increased to \$2.3 million versus \$1.7 million growth in 2012. Included in this growth was \$2.6 million of HUD capital advances in 2013 versus \$2.2 million in 2012. The organization continues to be strong and well-positioned to meet the new challenges presented by a changing financial environment.

Sources of Revenue



Public Support	\$594,684	5%
Government Agencies Grants	\$9,353,326	73%
Program Fees	\$1,592,370	13%
Other	\$1,147,324	9%
Total Revenue from Operations	\$12,687,703	100%

Categories of Expense



Encouraging Positive Development	\$271,882	3%
Fostering Independence	\$6,653,830	66%
Promoting Self-Sufficiency	\$1,653,851	24%
Management and General	\$1,001,895	10%
Fundraising	\$240,233	2%
Fees paid to National Organization	\$158,933	2%
Total Operating Expenses	\$9,980,624	100%

Volunteers of America Northern New England, Inc. and Related Organizations Consolidated Statement of Financial Position and Activities

Assets		Revenue from Operations	
Cash and equivalents	\$627,577	Public Support	\$594,684
Accounts and receivable	\$443,855	Government Agencies Grants	\$9,353,326
Other current assets	\$147,384	Program Fees	\$1,592,370
Total Current Assets	\$1,218,816	Other	\$1,147,324
Fixed Assets	\$42,009,862	Total Revenue from Operations	\$12,687,703
Other Assets	\$2,742,135	Operating Expenses	
Total Assets	\$45,970,814	Encouraging Positive Development	\$271,882
Liabilities and Net Assets		Fostering Independence	\$6,653,830
Current Liabilities	\$1,975,834	Promoting Self-Sufficiency	\$1,653,851
Long-Term Liabilities	\$7,102,962	Management and General	\$1,001,895
Total Liabilities	\$9,078,796	Fundraising	\$240,233
Unrestricted Net Assets	\$36,073,522	Fees paid to National Organization	\$158,933
Temporarily Restricted Net Assets	-	Total Operating Expenses	\$9,980,624
Permanently Restricted Net Assets	\$286,273	Investment income, gains and losses	\$67,664
Total Net Assets	\$36,359,795	Change in New Assets	\$2,774,743
Total Liabilities and Net Assets	\$45,438,591	Net Assets at Beginning of Year	\$34,034,520
		Net Assets at End of Year	\$36,809,264



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