



VISION, ACTION, AND A HANDFUL OF MIRACLES

Annual Report 2011

July 1, 2010, to June 30, 2011



A Message from June and Mark

Dear friends,

Despite, or perhaps because of, the sluggish economy, fiscal 2011 proved to be an important year for us — as we put our vision into action and enjoyed a handful of miracles!

Across northern New England, our programs — innovative, evidence-based, and cost-effective — served 6,311 clients in our principal service areas.

For senior citizens, our visionary **Aging with Options™** initiative continued to put seniors' needs and wishes at the heart of care planning. We opened a new affordable housing community in Bangor, our 9th in the region, and sponsored a sell-out concert in Portland by the legendary senior chorus Young@Heart.

For homeless veterans, our innovative **All the Way Home™** initiative took bold new steps toward helping them reenter society. In particular, we opened the Arthur B. Huot Veterans' Housing facility, the first in Maine to serve both male and female veterans.

In community corrections, in cooperation with the Muskie School of Public Service, we launched Maine's first evidence-based pre-trial assessment tool. This important information will help judges and district attorneys make more effective bail decisions.

Meanwhile, our family and community services programs worked with a growing range of clients, sending Maine 5th and 6th graders to camp, caring for homeless teens, preparing tax returns for low-income families, supporting the children of incarcerated parents, providing community mediation, and more.

The result?

We supported our clients' path toward self-reliance — helping more seniors, homeless vets and teens, mental health clients, and former offenders strengthen their life skills and live safely and independently.

And we built new bridges to our communities — as our restorative justice and reentry clients gave back thousands of hours of community service, our senior facilities (aided by hundreds of volunteers) hosted hundreds of community members at events open to the public, and our service programs strengthened partnerships with dozens of coalitions, nonprofit agencies, and businesses across the region.

Philanthropy is crucial

In addition, private, nonprofit, and corporate philanthropy played ever more important roles in our work in 2011, as government funding changed and grew less certain.

Philanthropy helped us seed new initiatives and go beyond the mandates of public funders, allowing us to develop and test innovative new programming (such as Aging with Options™) to serve our clients more comprehensively. Without private funding, our new homeless veterans program could not have happened!

The year ahead

As we look to 2012, we'll no doubt continue to "go wherever we are needed, and do whatever comes to hand," as our founders Ballington and Maud Booth pledged in 1896.

Our confidence and energy are high. Our gratitude to staff, board members, partners, volunteers, donors, and granting organizations is boundless. And our faith in and concern for our fellow souls in northern New England are undimmed.

It's going to be a great year!

Warmly,



June Koegel

President and
Chief Executive Officer



Mark Ellis

Chair
Board of Directors

2011 BOARD OF DIRECTORS

Mark Ellis

Chair
Board of Directors
President, Webini Consulting

Ruth Blauer

Vice Chair
Executive Director, Maine Association
of Substance Abuse Programs

Joseph Calise

Retired Dept. of HUD Administrator

Sarah J. Davies

Senior Information Technology Recruiter,
Pro Search, Inc.

Carmen Dorsey

Director of Criminal Justice Programs,
The Edmund S. Muskie School of Public
Service, Institute of Public Sector Innovation,
University of Southern Maine

William T. Fessenden

Public Relations Specialist,
Encompass Marketing & Design

William L. Inderstrodt

Retired Congregational Minister

Robert S. Johnson

Senior Vice President
and Chief Financial Officer,
Northeast Bank

Cathy McKelway

Financial Consultant, Retired Banker

June A. Koegel

President and Chief Executive Officer,
Volunteers of America Northern
New England

Cindy Namer

Manager of Homeless Initiatives,
Maine State Housing Authority

Michael O'Connor

Vice President, Risk Contingency,
TD Bank Risk Management, TD Bank

Carol W. Rico

Broker/Realtor,
The Maine Real Estate Network

A year in review



Meet volunteer Margo Woods. Our volunteers are amazing! They play a huge role in everything from preparing meals for seniors to giving high-level advice on key initiatives — and we work hard to give them meaningful opportunities to help us. Margo serves on our Development Advisory Council, helping explore new directions for our work, and runs our literacy program for incarcerated women and their children. A former dean of graduate studies at the University of Southern Maine, Margo is retired and now volunteers full-time in the community. Thank you, Margo!

SENIOR SERVICES



In fiscal 2011, our visionary [Aging with Options™](#) initiative and services continued to evolve, helping the senior citizens of northern New England live at home longer and in greater safety, comfort, and dignity.

In March, the [Young@Heart™](#) touring chorus, with members ranging in age from 73 to 89, brought its unique take on rock and pop music to Portland's Merrill Auditorium, delighting a sell-out crowd of more than 1,800 people. The performance aimed to benefit and raise awareness of Volunteers of America and Northeast Hearing and Speech — and was a spectacular success.

In May, hundreds of people — including keynote speaker U.S. Congressman Mike Michaud, local citizens, officials, other guest speakers, donor organizations, the media, and staff — came together in Bangor, Maine, to celebrate the grand opening of [Miller Square on Harlow](#), our newest affordable housing community for seniors. Named in honor of Abe and Frieda Miller, longtime benefactors with the Bangor community, the facility offers 54 attractive one- and two-bedroom apartments and is already fully occupied.



We established an advisory committee at our Paul Hazelton House in Saco, Maine — with members from Thornton Academy, the Southern Maine Agency on Aging, Meals on Wheels, the Maine Geriatric Education Center at the University of New England, and residents' family members — to seek additional opportunities to enrich resident's lives.

Our [Let's Eat!](#) food security program at Paul Hazelton was extended for another year, thanks to a grant from the United Way of York County. The program provides seniors with fresh food at the end of the month, community meals, and nutrition education.



We received a \$900,000 stimulus grant to make environmentally friendly improvements to our Bayview Heights residence in Portland. We now use “green” cleaning supplies and non-emitting carpeting, countertops, and paints — and will soon be installing energy-efficient appliances, water-saving hardware, and solar panels. We estimate significant savings over the next few years as a result of this project.



For the year, we served 375 seniors through our affordable housing and in-home care options. As a certified nonprofit [Personal Care Attendant Agency](#), we provided quality housekeeping, companionship, laundry services, transportation, daily living assistance, meal preparation, and more. — as well as thousands of hours worth of exercise classes, medical and preventive health programs, community meals, nutritional classes, computer tutorials, and social events.

Meanwhile, we began working with VOA National and On-Lok of California to support the [PACE](#) (Program of All-inclusive Care for the Elderly) services in Colchester and Rutland, Vermont, providing a continuum of services for seniors with chronic care needs and helping to maintain their independence at home and in the community for as long as possible.

A year in review

VETERANS' SERVICES



We continued to take bold steps in helping northern New England's homeless veterans come [All The Way Home™](#) — with a broad range of innovative programs, including evidence-based case management, proven community transition services, and safe, supportive temporary housing options.

In Saco, in southern Maine, we opened our new [Arthur B. Huot Veterans' Housing](#) facility, the first of its kind in Maine (and one of the first in the U.S.) to serve both male and female vets. The grand opening ceremony featured U.S. Senator Susan Collins, other guest speakers, and a spectrum of community partners and friends.

Community support for our resident veterans was remarkable this year — including holiday meals prepared on-site by volunteers, gift bags and gift cards for residents, handmade quilts from the Gold Star Mothers, a \$20,000 grant from the [Major League Baseball Players Association](#) to equip an on-site fitness room, and a broad range of gifts of money, transportation, and special events from a local chapter of the Rolling Thunder Motorcycle Club.



In nearby Biddeford, our [Veterans' Career House](#) — a combined transitional housing and employment program — concluded its second year under Volunteers of America management. For fiscal 2011, we served 12 veterans, of whom three secured outside employment and housing and were able to move back into the community. Of our eight current residents, five are employed, two are seeking employment, and one has secured VA disability benefits.



The Veterans' Career House received community support from Rolling Thunder, the veterans' organization Wounded Heroes, the University of New England, and many others — plus new computers, laptops, flat-screen TVs, flooring, and an interior paint job donated by the Portland Junior Pirates camp program.

Meet Jason Longo. Two years ago, U.S. Army veteran Jason Longo decided he'd had enough — and lay down in a field to die. Once a husband, proud father of two, and executive chef at a Connecticut resort who rubbed elbows with celebrities, Jason had served in Iraq 20 years earlier and been in and out of veterans' hospitals for 15 years. Most recently he'd been living out of a van in Skowhegan, Maine. He was rushed to the hospital and somehow defied death. Today, after two years at our Arthur B. Huot Veterans Housing facility in Saco, Maine — meeting with counselors, setting goals, doing chores, and supporting fellow veterans with similar experiences — Jason says, "I do feel like this place here probably saved my life. I had dreams of opening my own restaurant. I walked away from that. Now I just want to get to a point where I don't make those poor decisions any more. I have hope now."

COMMUNITY CORRECTIONS AND REENTRY SERVICES



For 115 years, Volunteers of America has championed the humane treatment of prisoners.

In fiscal 2011, we continued to develop and deliver evidence-based case management and transition services, based on individuals' strengths, in order to help former offenders reenter a productive life in society — and to help engage the community in offering them acceptance, opportunities, and guidance.

We finalized and launched our innovative [pretrial assessment tool](#), designed to help judges and district attorneys make more effective bail decisions. Developed last year in collaboration with Two Bridges Regional Jail and the Muskie School of Public Service, the tool is based on demographic, criminal history, and other data on 600 arrestees and is Maine's first evidence-based instrument of its kind. In addition to publishing our results through the Muskie Institute, we are also working on a website to help interested stakeholders in the field take advantage of this cost-saving development.

Our innovative reentry program at [Two Bridges](#), created last year, has been funded for another 12 months. The program offers services to reduce re-offending and help inmates transition back into society. It is the first of its kind in the state.

In all, our programs in Maine's Lincoln, Penobscot, Sagadahoc, and Waldo counties served more than 607 pre- and post-trial clients, who contributed 3,969 hours of volunteer community service. Today, 55% are employed or receiving career counseling. These programs saved the region \$3,159,180 in 2011 (by averting 35,102 bed-days at \$90 a day).

We also worked to launch new basic reentry programs in more Maine county jails — offering help on housing, employment, proper ID, substance abuse, health insurance, and other nuts-and-bolts obstacles. These programs are new to Maine in many ways and are much needed.

In Belfast, our [Maine Coastal Regional Reentry Center](#) served 42 generally high-risk offenders in 2011, up from 20 in 2010. Offenders spent 140 hours (up from 87 in 2010) on restorative justice work and contributed well over 1,000 hours (up from 832) of volunteer service at community churches, state parks, campgrounds, town halls, Habitat for Humanity sites, the University of Maine Hutchinson Center, and more.

In all, the Center provided more than 1,500 hours of cognitive-based programming, 5,000 hours of supplemental (non-cognitive-based) programming on reentry life skills, and 500 hours of evidence-based substance abuse programming. Maine Prison Ministries volunteered some 70 hours worth of service during the year. In addition, we collected more than \$26,000 in room and board from residents for the state (thanks to the success residents had in finding employment) and more than \$9,000 in fines and restitution as residents repaid their obligations to society.



The [Women's Reentry Center](#) in Bangor aims to give women the skills, confidence, support, and experience they need to live successfully as positive citizens and employees after they transition back from state correctional facilities to their communities.

The Center, which was accredited in 2011 by the American Correctional Association, served 94 women during the year (up from 85 in 2010), 98% of whom secured stable housing within 60 days or less of leaving the Center. Clients performed 6,000 hours of community service, and 58 women received secondary education or employment-skills training at the Center.

A year in review

FAMILY AND YOUTH SERVICES



At Volunteers of America Northern New England, we provide a continuum of evidence-based programs — including case management, crisis intervention, and mentorship — to help

give disadvantaged, disconnected children and youth the caring support they need in order to grow up in good social, emotional, and mental health.

In June, [Camp POSTCARD](#) (“Police Officers Striving to Create and Reinforce Dreams”) moved to the spacious grounds of Camp Agassiz in Poland, Maine, and launched its 17th season with a week of perfect weather and the introduction of “Fit, Fed, and Fun for Life,” an exciting new program to help combat childhood obesity funded by the National Recreation Foundation. The campers — Maine 5th- and 6th-graders — were encouraged to get outdoors for more active recreation and to eat healthier foods. The camp’s first healthy food fair featured demonstrations of making trail mix and other healthy snacks, and the campers



helped tend a garden. Before-and-after questionnaires showed measurable changes in campers’ attitudes toward diet, exercise, and a healthy lifestyle. Staffed by 75 law enforcement and criminal justice professionals (including sheriffs, deputies, state troopers, and municipal police officers), community volunteers, and Volunteers of America staff, the camp aims to help kids build relationships, learn life skills, and change their perceptions of law enforcement.



For the year, our [Homeless Youth Transitional Living Program](#), in Lewiston, Maine, provided a safe, stable living environment and support for 14 homeless youths ages 16 to 21, including case management, community-based apartments, staff support, life-skills training, and opportunities to reconnect with the community through volunteer activities. One of our formerly homeless clients, a 17-year-old high school senior, recently won an \$8,000 scholarship for academic excellence.



Twenty-nine probationers were mandated to enter our Batterers’ Intervention Program of educational classes, and our innovative [Look Up and Hope](#) program served 11 Maine families (representing 20 children) in fiscal 2011. The program offers case management, financial aid, and mediation services for the children (and their caregivers) of parents who are incarcerated.

[Meet “Angela”](#) — a mother of three, caring for her incarcerated sister’s additional four children. The oldest of her sister’s children is 16, with a debilitating terminal disease, yet still goes to school and dreams of attending college. Her 14-year-old sister is developmentally disabled and needs much assistance. One of her twin four-year-old siblings has been diagnosed with ADD and needs constant supervision. We were able to give the oldest child a laptop computer — and a local college is letting her take a college class at no cost. We were also able to give the family much-needed clothing, and Angela and her sister attended our mediation program to help relieve stress in planning the sister’s release.

COMMUNITY EMPOWERMENT



Our growing roster of [Action Teams](#) at nine Maine high schools (up from five in 2010) continued to encourage young people to volunteer in the community. In fiscal 2011, the teams led outdoor games for younger children, activities for seniors, a rehab of a home for quadriplegic women, a food drive, and more. In June, 30 team members participated in this year's Recognition Day trip to Fenway Park in Boston. The Action Team program is administered jointly by the Major League Baseball Players Trust and Volunteers of America.



From January to April, our [Maine CA\\$H Coalition](#) ("Creating Assets, Savings, and Hope) helped 3,635 low- and moderate-income families and individuals (up 11% over 2010) improve their financial

stability through free tax preparation and financial asset building. The result? More than \$2.3 million worth of Earned Income Tax Credits and \$7 million worth of federal refunds were returned to local people and our economy. The Coalition delivers Volunteers Income Tax Assistance (VITA) services; it is a community effort, backed by scores of IRS-certified volunteer tax preparers, greeters, schedulers, and coaches as well as more than 50 partner agencies and businesses, including the IRS.

Our new [Mediation Services](#) helped 179 families, neighbors, businesses, farmers, and others resolve disputes and negotiate fair, nonbinding agreements in fiscal 2011. The service is confidential and affordable. We also offered a curriculum of training events for would-be mediators that served 47 clients during the year.

MENTAL HEALTH SERVICES

In fiscal 2011, our residential-care programs continued to provide safe, therapeutic environments — as well as evidence-based services built on proven principles of normalization, psychosocial rehabilitation, and community integration — to help foster recovery for people with severe mental illness.

We served 34 clients in Maine's Cumberland and York counties. Overall, our psychiatric and other hospitalization rates reflected the quality and consistency of our services — and the growing likelihood of clients' being able to move on to more independent living. Four clients moved to less restrictive homes or to a home of their own in 2011.

We also placed greater emphasis on involvement with the community, with the result that clients attended more community events and engaged in more outside relationship-building activities, including performing 420 hours worth of community service.

Meet Logan. Logan grew up in rural Maine with negative influences, including drugs, and limited parental guidance. He was a two-time state wrestling champion in high school and dreamed of competing on teams in the military and in college — until he met with debilitating mental-health symptoms and his first psychiatric hospitalization. At our Brackett Street facility, Logan was the youngest resident and soon became a friend and role model for others. He completed a wide range of therapeutic programs and learned to manage his medications and chores. Today, Logan has reconnected with his family, works part-time at his grandfather's store, and has regained his dream of being a full-time college student.

THANK YOU TO OUR PARTNERS

We are deeply grateful to the many partners who play such a key role in our success. In good times and bad, we cherish our relationships with these individuals and organizations, for their belief in our mission and their support of our team and our clients. Thanks again for all that you do!

MAJOR DONORS

AARP Maine
Aramark
Bangor Savings Bank
Mr. And Mrs. H.O Bouchard
Bowman Constructors
Sam L. Cohen
Camp Susan Curtis
Lucia D. Trust
Trustees Under the Will of George P. Davenport
Mark and Tammy Ellis
Robert Foster, Architects
Frito Lay
General Dynamics/Armament and Technical Products
General Dynamics/BIW
Harvard Pilgrim
The HCR Group
Here for You
June Koegel
William S. and Jeannine A. Lucey
Maine Community Foundation
Maine Pooled Disability Trust
Maine Sheriffs Association
Marden's
Cathy McKelway
Bill and Gloria Miller
Miller Drug
Moody's Collision Centers
National Recreation Foundation
NorthEast Bank
NorthEast Mobile Health Services
One Economy Corporation
Patricia Murtagh
People's Unity Community Foundation
Portland Press Herald
Pro-Search
Jacob Roberson
Rolling Thunder
Rotary Club of Boothbay Harbor
Saco/Biddeford Charitable Foundation
Sewell Foundation
Southern Maine Chapter Military Officers Association
TD Insurance
Unity Foundation
Anne-Lee Verville
Julia Wilcock

A full list of donors is available on our website:
<http://www.voanne.org/partners>

"REV'D UP 2010" EXTRAORDINARY VOLUNTEERS AND COMMUNITY PARTNER AWARDS

Pierce Atwood, LLP
Maureen Smith, Boothbay Harbor Police Department
United Way of Greater Portland
Phil and Lucie Hatch and The Saco Bay Rotary Club
North East Mobile Health Services

DEVELOPMENT ADVISORY COUNCIL

Sarah Davies
Chair
Pro Search, Inc.
Terry Baldwin
Martin's Point Health Care
Malisa Blessington
Eastern Maine Healthcare Systems
Jessica Buckner
Foot and Ankle Associates of Maine
Greg Cross
AARP Maine
Mark Ellis
Webini Consulting
Alan Fried
Ice It Bakery
Rhonda Harrington-Cashell
Community Volunteer
Elizabeth Isele
Great Bay Foundation
Polly Miller
Northeast Mobile Health Services
June Koegel
Volunteers of America
Pat Murtagh
Volunteers of America
Jacob Roberson
Volunteers of America

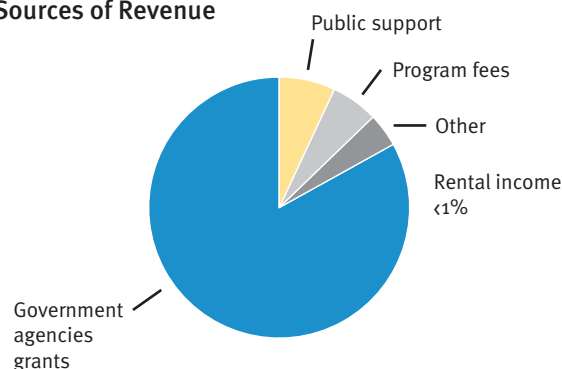
2011 Financial Overview

Fiscal 2011 was another good year for Volunteers of America Northern New England. The organization continued to be strong and well positioned to meet the changes in this very challenging environment.

With the end of construction and the opening of Miller Square on Harlow affordable senior housing in Bangor and the Arthur B. Huot Veterans' Housing facility in Saco, our total fixed assets increased by \$5 millions during 2011.

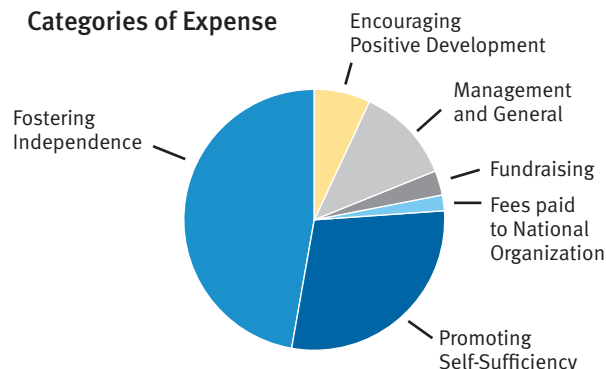
Net assets increased by \$2.7 million in 2011 as a result of the infusion of capital advances totaling \$2.5 millions.

Sources of Revenue



Public support	\$795,765	7%
Government agencies grants	\$9,155,348	83%
Program fees	\$625,048	6%
Rental income	\$5,273	<1%
Other	\$494,130	4%
Total revenue from operations	\$11,075,564	100%

Categories of Expense



Encouraging positive development	\$565,741	7%
Fostering independence	\$3,978,347	47%
Promoting self-sufficiency	\$2,450,244	29%
Management and general	\$964,056	11%
Fundraising	\$278,240	3%
Fees paid to national organization	\$179,799	2%
Total operating expenses	\$8,416,427	100%

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

Consolidated Statement of Financial Position

Assets

Cash and equivalents	\$801,029
Accounts receivable, net	\$600,060
Prepaid Expenses	\$103,889
Other current assets	\$23,365
Total current assets	\$1,528,343
Fixed assets	\$23,225,497
Other assets	\$1,070,285
Total assets	\$24,552,425

Liabilities and net assets

Current liabilities	\$1,971,347
Long-term liabilities	\$5,985,436
Total liabilities	\$7,956,783
Unrestricted net assets	\$16,309,369
Permanently restricted net assets	\$286,273
Total net assets	\$16,595,642
Total Liabilities and net assets	\$24,552,425

Consolidated Statement of Activities

Revenue from Operations

Public support	\$795,765
Government agencies grants	\$9,155,348
Program fees	\$625,048
Rental income	\$5,273
Other	\$494,130
Total revenue from operations	\$11,075,564

Operating Expenses

Encouraging positive development	\$565,741
Fostering independence	\$3,978,347
Promoting self-sufficiency	\$2,450,244
Management and general	\$964,056
Fundraising	\$278,240
Fees paid to national organization	\$179,799
Total Operating expenses	\$8,416,427

Investment income, gains and losses	\$90,315
Change in net assets	\$2,749,452
Net assets at beginning of year	\$13,559,917
Net Assets at End of Year	\$16,309,369

CONTACT INFORMATION

Volunteers of America Northern New England

14 Maine Street, Suite 301, Brunswick, me 04011

t:(207)373-1140 f:(207)373-1160

email: help@voanne.org www.voanne.org

DONATE NOW

www.voanne.org/Give-a-Gift



Follow us on Twitter

VolunteersofAmerica



Find us on Facebook

Volunteers of America Northern New England