Dear Friends,

Welcome to Volunteers of America.

As an organization rich with more than a century of impact and innovation, we do not take for granted our status as a community anchor and leader in the human service field.

As times change, new challenges emerge and old strategies need updating. Trends come and go. We experience real breakthroughs while simultaneously feeling as if the goal post keeps moving farther downfield. And through it all, we galvanize and remain steadied with an unspoken compact – a belief that we are stronger together. We know that when we come together, we can heal our woes, uplift our spirits, and become our best people.

It is with that spirit that we say to you, old friends and new, welcome to Volunteers of America.

To turn the pages of this report is to open the doors of our services. Behind each door, you will learn more about what we do and see the clarity of our impact: motivated clients receiving comprehensive services that lead to sustainable and positive life changes. Our mission is moved into action through principles built on vital support services, caring guidance toward self-sufficiency, connection to essential opportunities, access to resources, and dignity in the belief that every person counts.

Our work has changed through the years; our conviction to help the most vulnerable has not.

Welcome to Volunteers of America. Please come in and be a part of this promise.

Sincerely,

Thomas Bierbaum
CEO and President
Our Mission

Volunteers of America Massachusetts is a non-profit organization dedicated to serving those most in need, especially the vulnerable, the hardest to serve, and those facing multiple challenges.

Our work touches the mind, body, heart, and spirit of those we serve, integrating deep compassion with highly effective programs and services.

Programs and Services

serving more than 2,400 individuals and families

Hello House for Men and Hello House for Women are adult residential recovery programs providing a comprehensive, holistic treatment for those coping with drug addiction and alcoholism. These programs are licensed by the Massachusetts Department of Public Health.

Next Step Apartments offer a reasonably priced, soberhousing alternative for women committed to the recovery process.

The Family Center offers mental health and substance abuse counseling for individuals and families in Quincy and Taunton.

Massachusetts Bay Veterans Center provides transitional and permanent housing to homeless veterans, while offering a variety of resources to help support self-sufficiency.

Supportive Services for Veteran Families focuses on preventing homelessness among low-income veterans and their families through case management services, financial planning, employment program referrals, healthcare and counseling referrals, and financial assistance.

Veterans Employment Network provides much needed case management services to veterans, including connecting employment opportunities, working on establishing career paths, and making referrals for counseling, housing, and healthcare.

Homeless Veterans Reintegration Program provides services to assist homeless veterans secure meaningful employment while addressing the complex challenges of homelessness.

Incarcerated Veterans Transition Program provides case management and employment-focused training to incarcerated veterans to assist with their transition upon reentry.

C-Tech is a pre-release job training program for incarcerated persons operating out of the Essex County House of Corrections and providing technology-based career training.

Pathways to Justice Careers provides mentoring, pro-social groups, training, internships, and experiential learning for high-risk high school students interested in careers in law, law enforcement, fire protection, and emergency medical services.

Senior Assisted Living communities Nashoba Park and Concord Park offer both independent living and personalized assisted living. Additionally, Concord Park offers a memory support neighborhood. Forestdale Park in Malden is scheduled to open in 2018 and will feature independent living and memory care.
Residential Recovery Services: Unpacking Hope
**Sometimes you find yourself where you least expect.** For a woman who once had everything she could want, including houses, boats, and tailored clothing, Carol never would’ve guessed she’d end up in a residential home for addiction treatment.

**Carol** is seated next to Shara, Hello House Clinical Supervisor, as she tells her story. The Hello House is one of VOA’s two women’s residential recovery treatment programs. Carol arrived six months ago, a woman with many more decades of life experience than her housemates. She is recovering from alcoholism, unlike her housemates who were addressing narcotics addiction. “I had every reason to leave. No one looks like me here. I never stuck a needle in my arm. I was by far the oldest woman in the house. But Shara stuck with me. This place works if you let it. They gave me structure. They believed in me. They supported me. I have learned to stop blaming myself.” Shara smiles and nods, knowing that thin line between success and relapse. “Shara is a one-of-a-kind person. She is the reason for my success.”

“I wanted to work with Carol the second I met her. We work with so many people on so many different paths. The Hello House is literally ‘hello, come on in,’” Shara says as she opens her arms wide in a welcoming gesture.

Carol may have profiled differently than her housemates but together they reside, working on themselves, overcoming their addictions, and addressing the deeper issues that underlie them. Together they make dinners, share time, listen and learn in groups, and break down the barriers of isolation that commonly accompany addiction. “I stopped drinking before,” says Carol. “I was once sober for six years. I was sober but not in recovery. The Hello House gives me the structure and support to address the trauma I have experienced.”

When referring to her tumultuous upbringing and abusive relationships, Carol says, “Even though materially I had everything I could want, it wasn’t enough. I was told I was stupid. Well, now I’m in college. I’m getting my associate’s degree in human services and a license in drug counseling. I’m 62 years old and a college student. I have something to offer.”

Today **Tim** works a full day and his paycheck comes home intact.

In the past the money that was supposed to be saved for a new home fed his addiction. The path of heroin into the body includes deceit, delusions of self-control, and as Tim simply calls it, “really bad stuff.”

There is a line in the sand we promise never to cross. For Tim, that line was heroin. After injuring his hand, he took OxyContin for the pain. The affect was powerful and immediate. OxyContin and Percocet pulled him closer to heroin, like an undertow. “Then one day, you look up and you blew past the line in the sand. I had no idea.”

When asked about his path to VOA, Tim says, “My girlfriend gave me an ultimatum. It was time. I found my way to Hello House. It all helped. The structure. The accountability. The meetings. I re-learned the behaviors of an adult. The counselors were incredible. Don (Clinical Supervisor) did so much for me. I learned to be available to emotions and love for the first time. I couldn’t do any of this without the Hello House. I know the numbers. Most addicts relapse. But I now have the tools and a network.”

Tim is an apprentice with the Local 7 Ironworkers. He credits Don: “The union wasn’t going to accept me, but then Don’s letter of recommendation got passed around the Apprenticeship Board, person by person. They accepted me. Today, my paycheck comes home intact.”
Nicole was besieged with scars worn on her body and spirit. She started early in life, barely in her adolescence, with the dangerous progression of alcohol and marijuana, then coke and ecstasy, on to pills, then bottoming out by shooting heroin. For a decade, her body took on drugs and the street as she repeatedly tested its endurance. “I couldn’t die,” Nicole remembers. She lived the grim reality of addiction. Her body survived when she shouldn’t have. She began seeking help. She found the right help at the right time with VOA.

Then for five years she was sober. She got a job. She got healthy. She got pregnant. Nicole had always wanted to be a mother, and she was elated – but seven months into her pregnancy, she slipped. Her meds had been adjusted. Her interactions with the baby’s father were drug-based and fueled with negativity. Stressors gripped her. She relapsed. Again, then again. Then she strayed too far. Nicole overdosed. Behind the wheel of a car.

Dead at the wheel, Nicole drifted across a major city intersection and four lanes of traffic. Impossibly, no one was hurt.

Two months later, Nicole lay in a haze in the maternity ward and watched as her newborn baby was taken from her arms by the Department of Family Services.

Her first call was to the Volunteers of America. Specifically, it was to Mindy Miller, Director of The Family Center, an outpatient behavioral health clinic. Mindy was instrumental in Nicole’s success five years before, when she was a client at our woman’s residential recovery program.

“Mindy has a huge heart. She has so much faith in me. I owe her so much,” says Nicole.

“Nicole is the strongest person I know,” says Mindy. “No one can be harder on an addict than the addict herself. They are ashamed. We can’t shame them any more. What could we possibly say to make them feel worse? So instead, we show faith. We problem-solve. We make deep connections based on trust.”
Mindy advocated on behalf of Nicole. She found Nicole a place in detox. Then, Nicole was moved to one of our women’s residential recovery programs. She was reunited with the services that helped her the first time. However, she was seeking greater reunification.

As Nicole progressed, the state dropped its case against her as they saw her effort to stay sober and glimpsed the kind of mother she could be. Nicole’s baby was born on June 8, 2017. On October 17, 2017, mother and baby were reunited when Nicole successfully graduated her program with VOA.

“I think Nicole would have been lost without VOA. When she awoke in the hospital and they took her baby from her arms, her first call was to us,” says Mindy. “The Family Center works with many clients once they have completed our residential recovery programs. We have the ability to stay with clients for years. We truly hold ourselves to delivering the highest standard of care.”

“Do you take it with you or leave it behind?” Nicole asks rhetorically of her past. This is what Mindy helps Nicole work through. “I need to move forward.”

Nicole is now eligible for subsidized housing. Soon, she may have her own home to raise her baby boy. There will be many challenges. Rent will not be easily saved. And the demons are never far away. Still, Nicole has enough strength. “It has not been easy,” she says. “But I am fighting and I want to be a good mother. I’m his caregiver and I need to be the healthiest I can be, emotionally and physically.”

Nicole sits at the table at The Family Center while she talks. She reaches out with a bottle; her baby tilts his mouth towards it. “You can hold it, you lazy boy,” she coos, while letting him take the bottle in his tiny hands. As she tells her story, he wriggles in his carriage. She extends a pinky towards his pinky and they clasp. Her eyes are locked on him. He smiles when she smiles. He is thriving. She once worried if they would ever bond. This baby is her baby. They are going through the world together, and someday he will learn his mother is the strongest person in the world.
He travelled the world through the armed services and now is walking the road to sobriety.
Comprehensive. Work. Housing. Therapy

At its Massachusetts Bay Veterans Center (MBVC), VOA provides staff, structure, and a sense of purpose for veterans working to regain their independence.

Residents work on themselves and receive support in areas such as mental wellness, addiction recovery, navigating the system to attain services, and securing permanent housing and possibly employment.

When Raymond, a Marine who served across two decades, landed in prison, he understood the long road ahead. “I had four years to think. When I got out, I knew I had deeper problems that still existed. I needed support – and a system to get help,” he says. “Here, I am part of the program and part of my own recovery. I fought to get here – I wanted to be here specifically. They test me and I am testing myself.”

Jack served in both the Marines and Navy for a total of 35 years, eight months, and four days. “But who’s counting?” he jokes. This is the same guy that now counts his steps along the route of his three-mile daily walk. He has walked off the weight gain from his days as a heavy drinker. He is lean and strong at 73 years old. He travelled the world through the armed services and now is walking the road to sobriety. Like Raymond and the other men living at the MBVC, Jack trusts the environment: “Here, if you want help, you’ll get it. The therapists are very helpful and the groups are great.”

At the MBVC, each day is about creating a new life a step at a time. They are here to rebuild, develop a plan, and get strong again. The veteran inside is never far. They know a thing or two about overcoming adversity. The MBVC is a place to become whole again.

Supportive Services for Veteran Families

Supportive Services for Veteran Families (SSVF) focuses on preventing homelessness among low-income veterans and their families. We provide case management services tailored to each household’s needs in order to maintain stable housing. One veteran’s simple 17-word statement is a compass for this work:

“
You have given me the opportunity to get my life back on track, I am forever thankful.
”
Veterans Employment Network: Q & A

We sat down to talk with Angela Eberle, Director of the Veterans Employment Network to discuss how this one program is responsive to a diverse group of veterans, from incarcerated clients preparing to reenter society, to homeless veterans, to those who are in need of residential recovery services for addiction.

The Veterans Employment Network is a sum of its parts?

Angela: Yes, we run three programs as one large program – Homeless Veterans Reintegration Project (HVRP), Incarcerated Veterans Training Program (IVTP), and C-Tech, a certificate program that trains inmates on copper and fiber wiring technology preparing them for in-demand telecommunications jobs. We have multiple case workers in each program working together supporting clients across our entire VOA family.

Can you give us an example of how your programs are integrated across VOA?

For instance, I met a homeless veteran on the street holding a sign that asked for help. I immediately offered assistance by making a referral for him to our Massachusetts Bay Veterans Center (MBVC) and got him on the waitlist. I connected him with a local shelter until his room opened up at the MBVC and set him up to meet with our Supportive Services for Veterans Families program. I also made an appointment for him to visit me the following week so I could begin helping him find a job.

Our intake process with clients helps assess what program best meets their needs. Our case workers are cross-trained and provide assessments for each program. We have clients, especially those who are incarcerated, who may need future treatment for addiction and we refer them to our Hello Houses. We also have clients who may need further assessments so we refer them to our Family Centers for additional treatment. We utilize all VOA resources to give our clients the best chance at success.
For students at Durfee High School in Fall River and New Bedford High School, it is more likely that they will not finish ninth grade than attend college.

Volunteers of America MA is empowering these high-risk students by engaging them with mentoring and helping to keep them on track to graduate and plan for college. Pathways to Justice Careers (PJC) is lifting their life trajectories through career-focused programming.

PJC provides high school students from diverse backgrounds opportunities to learn about careers within law, law enforcement, fire protection, and emergency medical services. Students gain real-life experience through mentoring, volunteering, job shadowing, training, and internships. “It gives them exposure to careers and allows them the opportunity to ‘try out’ careers before making larger commitments,” says Rachel Resendes, Program Director.

**Imagine Damari, a junior at Durfee High School.**

Damari dreams of being a firefighter. Through PJC, Damari is mentored by members of the Fall River Fire Department and has a phone app that signals when the fire department responds to a fire. Damari jumps into action and joins the firefighters at the scene to help set up lighting, hydration lines, and, if need be, a Red Cross area. Before he joined the program, PJC Career Manager Jennifer Matthews noted that Damari mostly kept to himself. “Now he mingles with other students and socializes.”

Resendes adds, “In this age of social media, we’re helping students to understand their social footprint and what healthy relationships look like.”

**Now imagine Damari without PJC.**

Jeremy and Brittany are also participants in the PJC program. Brittany is interested in EMT services and Jeremy, who earned the second highest PSAT score in his class, wants to be a lawyer. Brittany is learning about goal setting, accountability, and, for the first time, is achieving good grades. Jeremy is leading the mock trial team to its first-ever regionals; having never won a match before this year, they are now undefeated. “I have experienced exposure to great programs,” he says, then adds, “– and great people.” Brittany likes that the program has helped her “put one foot in front of the other.” Both Brittany and Jeremy will be the first in their family to go to college. They already are the first to dream of college. And with the PJC program, they are working to make their dreams a reality.
Assisted Living Communities:
Dignified Living

**Concord Park**, conveniently located in the heart of West Concord Village, offers local seniors gracious accommodations, a full range of assisted living services and many amenities. Concord Park also features a specialized residential program designed to serve seniors with Alzheimer’s disease and related dementias.

**Nashoba Park** Assisted Living community is a historic renovation of the beloved former Ayer Community Hospital with 73 assisted living apartments. It is nestled in the heart of the Historic District on the hilltop just above downtown Ayer. Nashoba Park offers local seniors gracious accommodations, a full range of supportive services and many amenities at reasonable monthly rates.

**Forestdale Park**, located at the site of Malden’s former McFadden Manor, broke ground in July 2016 and will be the newest Volunteers of America Massachusetts Senior Residence opening in 2018! The community will feature Independent Living apartments, studios and one bedroom Assisted Living apartments that will feature both our Enriched LIFE programming for traditional residents and our Connected LIFE programming for those with early symptoms of memory loss. Forestdale Park will also accommodate 18 seniors in the state-of-the-art Compass Memory Support Neighborhood® which specializes in holistically treating the symptoms of cognitive issues including Alzheimer’s disease and related dementias.

“I never wanted to live around or near the Boston area when I was younger with the terrible driving roads and all the turns and twists. I guess turns and twists is also a metaphor for life and I’m grateful I came here when once upon a time I never thought I would.”

-Edythe, a 99 year old Concord Park resident and active member of Concord Park’s community
What Maud Knew...

Maud Booth, co-founder of Volunteers of America, knew the power behind the actions in her statement,

“I will help you over the rough places but I will not carry you.”

And she inspired thousands to act... and share in this work.

We are grateful to you, our donors, and all our friends, old and new for sharing in this work. We ask you to please stand with us again. **Make a Difference Today!**

Send your Gift by Mail:
441 Centre St., Jamaica Plain, MA 02130

Or Make a Secure Payment Online:
[www.voamass.org](http://www.voamass.org)
## Statement of Financial Position

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$2,745,581</td>
<td>$4,461,285</td>
</tr>
<tr>
<td>Investments</td>
<td>$2,605,651</td>
<td>$3,159,591</td>
</tr>
<tr>
<td>A/R</td>
<td>$544,799</td>
<td>$348,032</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>$41,125</td>
<td>$69,482</td>
</tr>
<tr>
<td>Other Assets</td>
<td>$22,281,547</td>
<td>$31,087,443</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$28,218,702</strong></td>
<td><strong>$39,125,833</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES &amp; FUND BALANCE</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>AP &amp; Accrued Exp</td>
<td>$916,818</td>
<td>$3,358,359*</td>
</tr>
<tr>
<td>Notes/Loan Payable</td>
<td>$18,026,921</td>
<td>$25,520,005</td>
</tr>
<tr>
<td>Line of Credit</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>$335,750</td>
<td>$335,750</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$19,279,489</td>
<td>$29,214,114</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>$8,939,213</td>
<td>$9,911,719</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITY &amp; FUND BALANCE</strong></td>
<td><strong>$28,218,702</strong></td>
<td><strong>$39,125,833</strong></td>
</tr>
</tbody>
</table>

*Note: Development expenses due to Forestdale Park start up
Statement of Financial Position

REVENUES
Total $14,141,687

- Government Fees $5,467,882
- Private & Other $8,207,522
- Contributions $243,916
- Investments $222,367

EXPENSES
Total $13,191,707

- Adult Substance Abuse Treatment $2,597,303
- Adolescent: $56,009
- Mental Health Services $1,120,222
- Veterans Programs $2,339,518
- Assisted Living & Senior Services $5,437,673
- Administration $1,456,373
- Fund Raising $184,609
Board of Directors

Peter Raskin, Chair
Financial Planner
Raskin Planning Group

Jim Goldinger, Vice Chair
Founding Partner
Fairhaven Capital Partners

Phil Chadwick, Treasurer
SVP/Controller
Hill Holiday, LLC

F. George Davitt, Esq.,
Secretary/Clerk
President
Aragain Capital Management, Inc.

Thomas Bierbaum,
President and CEO
Volunteers of America of Massachusetts, Inc.

Ash Nadkarni, MD
Director, Digital Integrated Care
Associate Psychiatrist
Instructor, Harvard Medical School
Brigham and Women’s Hospital

Eric Segal, CPA
Owner and Proprietor
Tax / Accounting / Advisory

Faith Smith, Ph.D
Associate Professor
Brandeis University

Nicole Casello
Project Manager
Commodore Builders

Maggie Giles
Adjunct Faculty
Brandeis University