Dear Friend,

Volunteers of America is a very diverse organization that meets the needs of so many different individuals. With many different program sites around Maine and New Hampshire, we must remain focused on our annual plans and strategy to make sure we deliver the best possible services to our clients and their families.

Isaiah has always reminded us that a place exists for both preparation and prayer, and to employ only one is both naïve and incomplete.

We spend a lot of time in preparation at the beginning of each year and things change throughout the year but the constant is letting go and knowing that there is a bigger plan at work. At the end of every year we are struck by the fact that our plan guided our work and our prayer enhanced our work.

We continue to increase the number of individuals and families we serve, and we are blessed by wonderful donors and supporters that make our work possible. We have a strong and effective Board of Directors and an incredible group of over 200 employees. We are focusing on our financial strength, growing our services to meet additional needs and building an effective infrastructure.

The quality of our services and facilities are critical to our success but most importantly are all of our partners who work side by side with us to make a real difference – our faith communities, our business volunteers, our financial supporters, our friends and family, and our government funders. It is truly an effort of love. Thank you for helping us to serve the most vulnerable and to improve our communities.

With Incredible Gratitude,

June Koegel
President/CEO

Sarah Davies
Board of Directors Chair
### 2015 Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Tom Ackerman</td>
<td>Topsham, ME 04086</td>
<td></td>
</tr>
<tr>
<td>Ms. Sarah J. Davies</td>
<td>Chairperson</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Senior IT Recruiter Pro Search, Inc. Portland, ME 04101</td>
<td></td>
</tr>
<tr>
<td>Ms. June A. Koegel</td>
<td>President/CEO Volunteers of America Northern New England Brunswick, ME 04011</td>
<td></td>
</tr>
<tr>
<td>Ms. Cindy Namer</td>
<td>Board Vice Chairperson Manager of Homeless Initiatives Augusta, ME 04330-4665</td>
<td></td>
</tr>
<tr>
<td>Mr. Robert Johnson</td>
<td>Board Secretary/Treasurer Cumberland Center, ME 04021</td>
<td></td>
</tr>
<tr>
<td>Colonel Jack Mosher</td>
<td>Chief of Staff Maine National Guard</td>
<td></td>
</tr>
<tr>
<td>Mr. Brian Bickford</td>
<td>Topsham, ME 04086</td>
<td></td>
</tr>
<tr>
<td>Reverend Mark Doty</td>
<td>Pastor, Hammond Street Congregational Church, Bangor, ME 04401</td>
<td></td>
</tr>
<tr>
<td>Ms. Margo Wood</td>
<td>Portland, ME 04103</td>
<td></td>
</tr>
<tr>
<td>Ms. Joely Ross</td>
<td>Americorps Program Manager Goodwill Industries of Northern New England</td>
<td></td>
</tr>
<tr>
<td>Ms. Gail Evans</td>
<td>Waterville, ME 04901</td>
<td></td>
</tr>
<tr>
<td>Ms. Margo Wood</td>
<td>Portland, ME 04103</td>
<td></td>
</tr>
<tr>
<td>Ms. Paul Saucier</td>
<td>Truven Health Analytics</td>
<td></td>
</tr>
<tr>
<td>Ms. Alicia Barnes</td>
<td>Waterville, ME 04901</td>
<td></td>
</tr>
<tr>
<td>Ms. Polly Legere</td>
<td>Vice President of Business Development North East Mobile Health Services Scarborough, ME 04074</td>
<td></td>
</tr>
<tr>
<td>Ms. Kristy L. Ouellette</td>
<td>Extension Educator, 4H Youth and Family Development Androscoggin &amp; Sagadahoc Counties</td>
<td></td>
</tr>
<tr>
<td>Ms. Sarah Higgins</td>
<td>Advertising Account Manager</td>
<td></td>
</tr>
<tr>
<td>Ms. Malisa Blessington</td>
<td>Eastern Maine Healthcare Systems</td>
<td></td>
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</table>
Behavioral Health Programs:

Intensive Residential Treatment South - Biddeford
Community Mental Health
(Daily Living Support Services) – Southern Maine
Brackett Street Residence - Portland
Beach Street Residence - Saco
Sawyer Street Residence – South Portland

Community Corrections:

Maine Coastal Regional Reentry Center - Belfast
Northern Maine Regional Reentry Center - Bangor
Batterers Intervention Program - Statewide

Veterans Services:

Arthur B. Huot House for homeless vets - Saco
Veterans Career House - Saco
Cabin in the Woods - Augusta

Senior Services:

Bayview Heights – Portland
Edward J. Reynolds House – Belfast
Fay Garman House – Peaks Island
Margaret Chase Smith House – Augusta
Miller Square on Harlow – Bangor
Paul Hazelton Houses I and II – Saco
Penobscot River House – Old Town
Richard Brown House – Loudon New Hampshire
Rocky Coast House – Thomaston
Westrum House – Topsham
Options at Home – Southern Maine
Navigation Services – Southern Maine

Our Ministry:

Regional Interfaith and Individual outreach
and education
Disaster and Emergency on-call services,
devotionals and prayers

Youth & Family Services:

Camp POSTCARD - Statewide
Action Teams – Brunswick, Poland, Saco, York
Volunteer Income Tax Assistance Program - Statewide
Community Mediation Services - Statewide
General and Advanced Mediation Training - Statewide

32 programs touching the lives of 8,891 people in Maine & New Hampshire
“We will go wherever we are needed and do whatever comes to hand.”

-Our founders, Maud and Ballington Booth

200 employees and more than 1200 volunteers provided services to Northern New England in 2015.
Youth and Family Services
149 fifth and sixth graders from all over Maine attended Camp POSTCARD, our annual (since 1994) week-long FREE sleepaway camp where Leaders are from Law Enforcement.

Together the campers and leaders build relationships that foster confidence, trust, teamwork, caring, and new perspectives.

Our Community Mediation Services helped more than 600 people to resolve conflicts with loved ones, neighbors, landlords and businesses, and to attend mediation trainings.

Our statewide network of skilled, certified mediators continues to work toward compassionate communities by volunteering their time and expertise to our programs.

60 students on 4 Action Teams put in hundreds of hours of community service of all kinds. 5 students each earned a $2,000 scholarship this year.


One of the many highlights of 2015 was our collaboration with Habitat for Humanity to build a new home in Rochester, New Hampshire for a New Hampshire veteran and his family.

Three Maine Action Teams joined a Team from Massachusetts alongside three Major League Baseball players and worked tirelessly all day in freezing temperatures.

When they arrived there was barely a foundation. By the end of the (very cold) day, there were six walls standing and many proud young carpenters.
Volunteers of America has been working in Community Justice for 120 years

More than **1600** hours of community service were provided by residents of our reentry programs in Bangor and Belfast.

**24%** = recidivism rate at MCRRC

**70%** = national recidivism average

**Impact: feeding a community**

**60,000** pounds of vegetables and fruits were grown and harvested by residents of the Maine Coastal Regional Reentry Center (MCRRC) on five acres of land. Besides feeding Reentry residents, the food was donated to churches, soup kitchens and food pantries. While carrying buckets of harvested beets, one of the residents said, “It’s the best job I ever had!”
Behavioral Health Services
We provided 14,173 hours of one-on-one care and service.

33% of our clients transitioned to a lower level of services.

51 clients avoided homelessness, incarceration or hospitalization saving taxpayers millions of dollars.

**Impact: believing in our clients**

One of our clients enrolled in York Country Community College and is getting his drivers license, two things unimaginable a year ago. Our dedicated staff has been working with this client for more than a year and we are all thrilled for him, and celebrating another great program outcome.
Veterans Services
50% of veterans who live in our transitional housing for six months or more achieve their target goals. Many veterans work on their college degrees while in residence at our programs. For some, it’s their first college experience. We are proud to announce that four veterans received degrees in 2015.

25% of veterans who lived in our housing in 2015 transitioned to permanent housing.

Impact: finding a place to heal

Brian is a Vietnam combat veteran who served an 18 month tour of duty 1966-1968. He and his dog Riley had been "couch surfing" for 5 months (with Agent Orange-related health problems and a hip replacement) when we met him. They came to Huot House in the spring and Brian's health steadily improved. His greatest joys are visiting with his 3 children and 5 beautiful grandchildren. Brian's assistance dog Riley is an invaluable and much loved part of the family. Brian says being at Huot House has made it possible for him to reconnect with his loved ones, an essential part of his healing.
Veteran Iona Osnoe, 95, may be retired and living at Westrum House, a Volunteers of America senior community, but she is a very busy woman. She is a founding member of the Merrymeeters, a social club that meets monthly, and a decorated officer of the American Legion. She organized a fundraising dinner at Brunswick’s American Legion Post 20 that raised over $1000 for our Cabin In The Woods program for Homeless Veterans. “Being involved in community is essential work for many reasons,” Iona said, “It keeps us all going.”

Volunteers of America is one of the nation's largest nonprofit providers of affordable senior housing

9000 seniors are in need of affordable housing in Maine

515 seniors and people with disabilities live in our service-enriched affordable housing communities, and our programs are expanding.

Impact: creating opportunities for engagement

Veteran Iona Osnoe, 95, may be retired and living at Westrum House, a Volunteers of America senior community, but she is a very busy woman. She is a founding member of the Merrymeeters, a social club that meets monthly, and a decorated officer of the American Legion. She organized a fundraising dinner at Brunswick’s American Legion Post 20 that raised over $1000 for our Cabin In The Woods program for Homeless Veterans. “Being involved in community is essential work for many reasons,” Iona said, “It keeps us all going.”
Community Enhancement
1248 volunteers donated 27,230 hours of their time gardening, cooking, cleaning, driving, providing companionship, playing music, teaching classes and so much more.

5262 people received Free Tax Preparation, Financial Education and other CA$H Services, returning more than $7,000,000 dollars in federal tax refunds to the local economy.

Heartfelt thanks to each of our volunteers and partners. We cannot do what we do without you!
## Consolidated Statements of Financial Position June 30, 2015 and 2014

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
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<tr>
<td>Cash and Equivalents</td>
<td>$677,701</td>
<td>$731,451</td>
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<td>Accounts Receivable</td>
<td>513,719</td>
<td>403,507</td>
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<td>Prepaid Expenses</td>
<td>44,249</td>
<td>47,435</td>
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<td>Other Current Assets</td>
<td>30,408</td>
<td>12,984</td>
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<td><strong>Total Current Assets</strong></td>
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<td>1,196,377</td>
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<tr>
<td><strong>Fixed Assets</strong></td>
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<tr>
<td>Land and Buildings</td>
<td>32,158,458</td>
<td>31,428,908</td>
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<tr>
<td>Furnishings and Equipment</td>
<td>873,838</td>
<td>844,590</td>
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<td><strong>Total Fixed Assets</strong></td>
<td>33,032,296</td>
<td>32,273,498</td>
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<tr>
<td>Less Accumulated Depreciation</td>
<td>4,124,263</td>
<td>3,237,116</td>
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<tr>
<td><strong>Net Fixed Assets</strong></td>
<td>28,908,033</td>
<td>29,036,382</td>
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<td><strong>Other Assets</strong></td>
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<tr>
<td>Designated and Restricted Assets</td>
<td>2,231,641</td>
<td>2,062,800</td>
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<td>Other</td>
<td>38,604</td>
<td>40,366</td>
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<td><strong>Total Other Assets</strong></td>
<td>2,270,245</td>
<td>2,103,166</td>
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<td><strong>Total Assets</strong></td>
<td>32,444,355</td>
<td>32,335,925</td>
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<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
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<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
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<tr>
<td>Accounts Payable</td>
<td>$289,512</td>
<td>$332,215</td>
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<td>Line of Credit</td>
<td>361,209</td>
<td>316,209</td>
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<td>Current Portion of Long-Term Debt</td>
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<td>54,640</td>
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<td>Accrued Expenses</td>
<td>315,796</td>
<td>284,072</td>
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<tr>
<td>Contract/Grant Advances</td>
<td>856,965</td>
<td>709,623</td>
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<td>Other Current Liabilities</td>
<td>19,701</td>
<td>3,081</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>1,941,516</td>
<td>1,699,840</td>
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<td><strong>Long-Term Liabilities</strong></td>
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<tr>
<td>Notes and Loans Payable, Non-Current</td>
<td>134,157</td>
<td>145,719</td>
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<tr>
<td>Mortgages Payable, Non-Current</td>
<td>10,081,795</td>
<td>10,023,705</td>
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<td>Other Long-Term Liabilities</td>
<td>113,503</td>
<td>107,944</td>
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<tr>
<td><strong>Total Long-Term Liabilities</strong></td>
<td>10,329,455</td>
<td>10,277,368</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td>12,270,971</td>
<td>11,977,208</td>
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<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
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<tr>
<td>Unrestricted</td>
<td>(100,147)</td>
<td>85,186</td>
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<tr>
<td>Temporarily Restricted</td>
<td>19,987,258</td>
<td>19,987,258</td>
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<tr>
<td>Permanently Restricted</td>
<td>286,273</td>
<td>286,273</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td>20,173,384</td>
<td>20,358,717</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$32,444,355</td>
<td>$32,335,925</td>
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</table>
Revenue from Operations

- **grants & government**: 77% - $7,394,043
- **program service fees**: 14% - $1,344,645
- **other**: 7% - $697,656
- **public support**: 2% - $192,571

Total: $9,628,915

Operating Expenses

1. **program services**: 44% - $8,585,943
2. **fostering independence**: 33% - $6,392,586
3. **promoting self sufficiency**: 11% - $2,142,222
4. **total support services**: 5% - $1,064,719
5. **management and general**: 5% - $923,634
6. **affiliate fees**: 1% - $182,254
7. **fundraising**: > 1% - $141,085
8. **encouraging positive development**: - $51,135

Total: $9,832,916
Thank you to our Donors. Our work would not be possible without you.

$5000+
June Koegel
Maine Sheriffs’ Association
Nichols Investment Management

$1000 - $4499
Agnes M. Lindsay Trust
Choice Voice
Biddeford-Saco Rotary Club
Sarah Davies
First Parish Church
Hardwood Products Co. LLC
Nancy Ives
Kittery Rotary After Hours Club
Kittery Trading Post
Kyle Landt
Maine Principals’ Association
Puritan Medical Products Co. LLC
Radio Communications Management
Rolling Thunder Inc., Maine
Rotary Club of Boothbay Harbor Foundation, Inc
Ludmila Tutunaru
Walmart Foundation
Jerome Weiner
Julia Wilcock

$500 - $999
Wayne Barter
Travis Drake
Erskine Academy
John Moore
Steven McDermott
Eugenie Nakell
Norway Savings Bank
Oxford County Sheriff’s Office
Rotary Club of Kittery
Sage Hill Real Estate
Frank Toderico
David Turnbull
Margo Wood
William Browning
Kelly Bunch
Calais Ace Home Center
Cheryl A. Gallant, Inc.
Betty Cushman
Damariscotta-Newcastle Lions Club
Janet Darling
Dead River Company
Alissa Dirrigl
Gail Evans
Marvin Glazier
Nathan Grant
Kenneth Gutgsell
Judith Hunt
Ameridial Inc
Robert Johnson
June Koegel
Heather Lombard
Chris Lord
Maine Chiefs of Police Auxiliary
Maine Chiefs of Police Association
Maine Drug Enforcement Agency
Maine Harness Horseman’s Association
Michael Merrill
Erica Miller
Bernard Miller
Sheryl Moore
Melissa Morrill
Jack Mosher
Mount Desert Police Department
Michael O’Connor
Patty Olds
Sandra Pedersen
Alejandrina Pena
Maria Pierobello
Plastic & Hand Surgical Associates
Tia Poulin
Julie Powers-Candelmo
Robert Quentin
Margaret Rau
Red Hat Ladies
Joely Ross
Charles Runnels
Donna Runnels
Saco & Biddeford Savings Institution
Saco Grange #53
South Portland Police Department
Heather Stachtiaris
Jo-Ann Staires
Charles Tirrell
Dawn Withee
York County Veterans Alliance
$25 - $100

Keri Alley
Lucille Atkinson
Kolawole Bankole
Meredit Belanich
Christopher and Leslie Bernardini
Brian Bouthot
Ann Brackett
Patricia Bredenberg
Darren Brown
Robert Brown
Patience Buckley
Daniel and Dorothy Burns
Kimberly Capone-Sprague
Jennifer Carrier
Carrier-Sherrard, LLC
Rhonda Cashell
Thomas and Beverly Champagne
Carmen Chum
Samantha Ciullo
Michael Coon
Kristi Cooper
Tim and Sabine Corbett
Stephen Costello
Edythe Craig
Don Cray
Carmen Daigle
Nicholas and Pamela Delmonaco
Joseph Dentico
Dennis and Rhonda Doten
Julie Dufour
Henry Estes
Carolyn Farias
Cody Field
John Fitzgerald
Sydney Flick
G. M. Allen & Son, Inc.
Debra Garg
Jeff George
Gorham Police Department
Susan Goulet
Shannon Grant
Victoria Grant
Kelly Grant
Richard Haley
Rebecca Harding
Kathy Herrick
Eric Hill
Ashley Hoffman
Erin Howes
David Ives
Daniel Kane
Irvin Kelley
Derrick Kennedy
Susan Kennedy
Jeffrey Kennedy
Mary Keronski
Sandra Kimball
Larry Kinner
Susan and Rachel LaFlamme
Jonathan and Jennifer Lander
Sheila LaPointe
Law Offices of Daniel Lacasse
Polly Legere
Joanne Lesan
John Love
Susanne Macarthur
Caroline Macdonald
Elizabeth Mace
Madison Police Department
Mary Meier
Robert Merrithew
Janet Micheluzzi
John and Lorraine Mitchell
Nimo Mohamed
Hannah Mowatt
Sami Mul kern
Michael O’Donnell
Thomas Ouellette
Linda Palfrey
Nancy Pascoe
Pamela Peaslee
Francis Piechota
Pleasant Lake Camping Area
Aaron Priest
Eleanor Rainford
Sharon Reed-Hall
Melinda Remillard
Erwin Richardson
Stephen Robinson
Heaven Rogerson
Sharon Ross
Sydney Roy
Charles Rumsey
Lisa Sambrook
Michael Sauschuck
Searsport Police Department
Renee Seiders
Mary Seitz
Andrew Shaffer
Kelli Shaffer
Amanda Sidell
Jack Smith
Marleigh Souza
Sarah Spinski
Elmer and Janiffer Stanchfield
Susan Stern
Wayne Stottler
Anita Thomas
Kenneth and Karen Thomas
Joyce Toth
Brandee Trask
Dylan Unknown
Mary Valente
Heather Walker
Brian Wallace
Phyllis Warchol
Donald Waterman
Wells Police Department
Noreen White
Shawn Willette
Winthrop Police Department
Mara Zuschlag