



Volunteers  
of America®

DELAWARE VALLEY

2020

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ANNUAL REPORT



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## BOARD OF DIRECTORS

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U.S. Department of Health and Human  
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Region 3

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(Liaison to VOADV Property)

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President/CEO, Association Business  
Solutions

**JAMES A. HEMM**

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New Jersey Association on Correction

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President/CEO, VOADV

**STANLEY W. MASTIL, CPA, CFF**

Senior Director, Gavin/Solmonese LLC

**KAREN OLEJARZ, ESQ.**

**AMY L. SANTAMARIA, ESQ.**  
**CORPORATE COUNSEL**

Principal, Kaplin, Stewart, Melloff, Reiter  
& Stein, P.C. (Counsel to the Members of  
Executive Finance Committee)

**DOLORES GOLDSTEIN**  
**SECOND ASSISTANT  
SECRETARY**

Executive Coordinator, VOADV

# A LETTER FROM OUR CEO

As President/CEO of Volunteers of America Delaware Valley for the past 33 years, I am astounded by the lessons I continuously learn. This past year, the challenges we overcame as an organization, the inspirational individuals we encountered and the innovative programs our staff developed to serve the most vulnerable individuals, led to remarkable evolution of our organization.

Reflecting on 2020, the year was truly unprecedented. We not only banded together in our fight against the COVID-19 virus, but also endured the brutal realities of racial injustice and inequality. While we were one of the many organizations globally impacted by the pandemic, it was the resilience of our staff that defined the year at VOADV.

When COVID-19 hit, it did not discriminate – the virus changed every single one of us in its own unique way. The individuals we serve – those experiencing homelessness, seniors, those involved in the criminal justice system, and more – were among the most at-risk and yet they fully entrusted us with their care. Our staff rose to the occasion in the way I knew they would – successfully keeping those we serve safe, case numbers low and never faltering in their efforts to meet the needs of our clients. The men and women of our staff were relentless, strong and awe-inspiring throughout the pandemic.

However, it did not end with COVID. While our organization has long seen people of color disproportionately impacted by inequities of society, the tragic deaths of George Floyd, Breonna Taylor and others cast a global spotlight on this social problem. There is an unquestionable need for change – to truly begin listening, learning, educating ourselves and working together to combat all forms of racial injustice.

However, in these times of challenges and growth, it is humanity that gives us hope. While difficult, this year gave us the opportunity to witness some of the most extraordinary kindness and compassion from our extended VOADV family.

As we have said time and time again – at Volunteers of America Delaware Valley, it is not about color, race, religion, financial standing, gender or creed. It is about serving people in need. We hope that our efforts to assist our communities' most vulnerable individuals encouraged others during the darkest and most uncertain times in 2020. And as we look to the future, we stay true to our mission: to *Give Hope*. to all who are in need of assistance, no matter what.



**DANIEL L. LOMBARDO**

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PRESIDENT/CEO

## ABOUT US

Volunteers of America Delaware Valley's mission is to **provide community-based assistance to individuals in need, so that they may lead independent, self-fulfilled lives.** This mission governs all service and assistance work we provide to our clients. As an organization, our mission to serve does not waver and is always upheld, even in times of crisis.



### Housing

More than simply shelter, housing is central to establishing the stability one needs to survive, thrive and, ultimately, sustain independence for the future.



### Reentry Services

Aiding in the successful transition of individuals from incarceration back into society, in order to reduce recidivism and promote long-term stability.



### Specialized Services

Providing the structure and supportive environment needed for individuals who are intellectually disabled or those who have suffered traumatic brain injury.



## AGENCY HISTORY

Volunteers of America Delaware Valley (VOADV) is a 501(c) 3 non-profit social service agency that has been providing essential services to vulnerable individuals and communities since 1896. We are characterized by our diversity of programming and assistance services, supported by a team of talented, mission-driven professionals that work tirelessly on behalf of their clients.



## AGENCY SUMMARY

**Headquarters:** Camden, NJ

**Number of Individuals Served:** 13,000+ annually

**Services:** Homeless Services  
Permanent Housing  
Supportive Housing  
Reentry Services  
Specialized Services  
Legal Services

# SERVICE AREAS

When Volunteers of America was founded in 1896, our founders pledged to “go wherever we are needed, and do whatever comes to hand.”

125 years later, we have upheld that pledge and remain committed to deepening our programs and services throughout our 10-county footprint, inclusive of New Jersey and Philadelphia, Pennsylvania. As varying needs arise, the mission guides our capacity to deliver services and assist individuals in need of compassionate support.

## Services:

- Homeless Services
- Affordable Housing
- Supportive Housing
- Reentry Services
- Specialized Services
- Legal Services



## BEHIND THE MASK: OUR COVID RESPONSE

The global COVID-19 pandemic defined much of 2020. Fear and uncertainty were a constant for many. We're proud of how we continued to provide services without interruption to our communities' most vulnerable populations through such challenging times.

### Establishing A Life After Incarceration

When the number of COVID-19 cases in NJ's prisons spiked and resulted in the early release of over 2,000 inmates, we were among the few available resources these individuals could turn to in their time of need. Our staff provided transportation, nutritious meals, clothing, access to other essential services and more.

### Ensuring No One Goes Hungry

Our staff also made sure that no one in any of our programs went hungry during the pandemic. We joined forces with local food banks, community organizations, law enforcement agencies and more to collect and distribute meals to hundreds of vulnerable individuals throughout the region.

### Generosity From the Local Community

From elementary school students sewing masks for our clients to countless other extraordinary individuals collecting donations of personal protective equipment, cleaning supplies, toiletries and more, we've been overwhelmed by the selflessness and compassion exhibited by members of our local communities throughout 2020. With this generous support, our clients and programs were well-provided for, despite any uncertainty posed by COVID-19.

### Providing A Safe Place To Recuperate & Recover

Those who are experiencing homelessness are among our communities' most vulnerable and highest-risk populations for COVID-19. During the pandemic, we developed a dedicated program to provide temporary housing and monitored medical care for homeless individuals recovering from COVID-19, utilizing a local hotel in Camden County, NJ.



*“The uncertainty of the pandemic left us all feeling vulnerable. No matter the challenges during the pandemic our dedicated staff did not waver in supporting our communities most vulnerable.”*

- Angela Randall

### Recognizing The Tireless Dedication of Our Staff

COVID-19 did not stop our staff from giving their all to our clients. Nearly all of our staff were deemed essential workers throughout the pandemic, providing critical services and support in order to keep our clients safe, stable and healthy.



Row 1: V'Andra McBride, Oscar Rueda, Jamal Miles, Angela Randall; Row 2: Harry Julian, Tamara Davis, James McGonagle, Tiwanda Randolph; Row 3: Christina Lemma, Charles Thomas, Juan Rodriguez, Daniel Smith; Row 4: RaQuan Dodson, Kimberly Rowan, Colby Roberts, Kimberly Love

## IMPACT: COMMUNITY-BASED POLICE PARTNERSHIPS

For 125 years, we've developed a variety of strategic community partnerships throughout the region – including valuable, collaborative relationships with local law enforcement partners. Our staff work side-by-side with officers in VOADV satellite offices that are embedded within the actual police departments. Now, what started with one town's police department, has expanded in 2020 to assist those in need across four counties in southern New Jersey.

Collaborating with a growing base of local law enforcement partners has allowed us to provide direct, immediate services to an even larger pool of individuals – meeting them exactly where they are and offering personalized services to address their unique needs. In order to best support our local law enforcement partners, we fully embedded our staff into the local departments via satellite offices – so that our staff and officers could interact with one another easily, seek guidance from each other and best utilize each other's expertise, as needed.

In partnership with the Pine Hill Police Department, the pilot for IMPACT (Immediate Mobilization of Police Assisted Crisis Teams) Program launched in late 2019 and has grown tremendously in 2020. Through this

initiative, our staff is available and present during a variety of different encounters with law enforcement – from proactive community outreach to meeting officers on a call for service linkage during incarceration to release. IMPACT staff even connects with homeless coordinators in local schools to provide services and work with apartment complexes to assist individuals in maintaining stable housing.

"IMPACT staff have access to a variety of VOADV programs and services – which is a real benefit to the individual in need," explained Amanda Leese, SVP of Safe Return/Navigator. "We offer assistance with homelessness, employment, substance abuse and more – ensuring that the client will actually receive the



personalized social services they require, based on their specific encounter with local law enforcement.”

When we saw the initial success of the Pine Hill Police Department partnership, there was no question of whether or not we should expand to other local departments. By the end of 2020, we established six law enforcement embedded satellite offices, were working on two affiliation agreements with additional departments and had plans for further expansion in the works with other local departments.

“Social services and policing models were a big topic in 2020, but VOADV has been providing a holistic approach for years,” continued Leese. “Now, we are doing it collaboratively with local law enforcement and reaching an even bigger pool of individuals in need. IMPACT is about genuine partnership, in every sense of the word – working together with law enforcement in order to best serve clients, as well as the greater community.”

# BUILDING THE FUTURE WITH AFFORDABLE HOUSING

A cornerstone of our organization has been the development of quality, stable housing for families, seniors and veterans across the region. Our affordable and workforce housing programs provide individuals with the freedom of independent living in a stable environment, while offering access to social services and a network of community support. This ensures the long-term success for the individuals, as they continue moving forward on their path towards independence.



The 2020 year proved to be a very interesting year for housing markets. Impacts from COVID-19 caused particular hardship for individuals who were simply trying to keep a roof over their head:

- About 14 months into the pandemic, over 10 million people reported struggling to pay their rent or mortgage.
- Delaware and New Jersey were listed as the top two highest foreclosure rates in the first half of 2020.

However, COVID-19 did not hamper our progress on the affordable housing front. September 2020 marked the opening of *Brittin Village*, located at the former Brittin Reserve Army Training Center in Pennsauken. The community consists of 66 income-restricted rental units for individuals and families, with 14 units set aside specifically for veterans. The need for this kind of living community is undeniable, as we received more than 3,000 applications from interested individuals before the community was even open.

We currently operate six affordable housing communities throughout the region – and we will continue our efforts to meet the need for affordable housing through a number of housing projects currently in the works:

- *Centerton Village*, a 103-unit workforce housing community in Mount Laurel, will be opening in 2021 for individuals, families and veterans – located right in the heart of the Centerton Square shopping center off of Interstate 295 and Route 38, with access to public transportation, entertainment, shopping, amenities and more.
- A new affordable housing project in Medford is currently under construction, with an estimated completion in 2021/2022.

The key to an individual's continued success starts with a stable place to live – and we are determined to keep developing and offering high quality affordable housing options to residents in need throughout the Delaware Valley region.

**OFFERING  
QUALITY  
HOUSING  
SINCE 1981**



**63%**  
**INCREASE**  
**IN AFFORDABLE HOUSING**  
**214 TO 350 UNITS**



## SPOTLIGHT ON OUR AFFORDABLE HOUSING PROJECTS



### WATERFRONT VILLAGE

*Opened November 9, 2019  
Bordentown, NJ*

Located on seven acres in Bordentown, NJ, this 70-unit, three-story affordable

housing community is designed for individuals ages 55 and over who are income qualified, with several units for homeless veterans. The community boasts large one-bedroom units containing a kitchen with energy-efficient appliances, spacious living/dining areas and a full bathroom, as well as indoor/outdoor community spaces, several scenic walking paths and on-site laundry facilities for residents.



### BRITTIN VILLAGE

*Opened September 3, 2020  
Pennsauken, NJ*

Located at the former Brittin Reserve Army Training Center in Pennsauken, NJ, this 66-unit

community provides quality housing to individuals and families, with 14 units set aside specifically for homeless veterans. All units contain a full kitchen, living and dining area, full bathrooms, and spacious bedrooms, as well as a community room, playground and on-site laundry for residents.

## COMING SOON...

### CENTERTON VILLAGE

*Opening June 2021*

Centerton Village is a 103-unit rental community for families, with some units specifically set aside for veterans.

- The units are located in two four-story buildings with elevators.
- All apartments have full kitchens, living and dining areas, full baths, large bedrooms and energy efficient appliances.
- Centerton Village is in a perfectly convenient location, adjacent to shopping, child care and medical services.



## WHAT OUR CLIENTS SAY



"I have a stronger bond and have become closer with my brother, because of the VOADV staff and program. The program keeps him in a positive routine & gives my brother a sense of purpose."

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Ann - Client's Sister  
*Integrated Services Supporting  
Independence*



"I know a lot people can't swallow their pride to ask for help, because I was once that person. But my life completely turned around when I found the Moving Forward program – they gave me hope, even when I was full of fear."

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Latasha  
*Moving Forward*



"I'm grateful to be here, grateful for what I have. That's the trick – you have to stay humble and appreciate what you have. Because things could be a lot worse, especially now."

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Dennis  
*Home For The Brave*

# FINANCIALS

## Consolidated Statement of Activities

REVENUE	2020	2019	PROGRAM SERVICES	2020	2019
Public support	\$398,137	\$389,810	Fostering independence	\$7,501,315	\$6,765,695
Grants and contracts from government agencies	\$36,054,000	\$35,150,136	Promoting self-sufficiency	\$25,371,145	\$24,441,753
Program service fees	\$1,002,716	\$1,048,608	Fund raising	\$45,955	\$52,403
Rental income	\$412,401	\$463,466	Support to affiliated organizations	\$825,684	\$838,087
Investment return appropriated for operations	\$107,793	\$91,780	<b>Total program services</b>	<b>\$33,744,099</b>	<b>\$32,097,938</b>
Other income	\$ 1,696,809	\$1,102,889	<b>Total supporting services</b>	<b>\$4,816,103</b>	<b>\$5,972,254</b>
<b>Total revenue</b>	<b>\$39,671,856</b>	<b>\$38,246,689</b>	<b>Total operating expenses</b>	<b>\$38,560,202</b>	<b>\$38,070,192</b>
			Operating excess	\$1,111,654	\$176,497
			Net non-operating gain/ (loss)	(\$109,557)	\$102,986
			<b>Change in net assets</b>	<b>\$1,002,097</b>	<b>\$279,483</b>
			Net assets - beginning of year	\$9,704,077	\$9,424,594
			Net assets - end of year	\$10,706,174	\$9,704,077



# FINANCIALS

## Consolidated Balance Sheet

<b>ASSETS</b>	<b>2020</b>	<b>2019</b>	<b>LIABILITIES AND NET ASSETS</b>	<b>2020</b>	<b>2019</b>
Cash and cash equivalents	\$8,876,152	\$1,943,322	Accounts payable and accrued expenses	\$4,653,900	\$3,009,061
Investments	\$2,884,756	\$2,933,078	Other liabilities	\$3,808,423	\$155,729
Grants, contracts and accounts receivable	\$5,493,831	\$6,287,142	Indebtedness	\$774,899	\$717,198
Prepaid expenses	\$67,507	\$167,603	Total liabilities	\$9,237,222	\$3,881,988
Fixed assets	\$1,088,264	\$1,023,168	Net assets	\$10,706,174	\$9,704,077
Other long term assets	\$1,532,886	\$1,231,752	<b>Total liabilities and net assets</b>	<b>\$19,943,396</b>	<b>\$13,586,065</b>
<b>Total assets</b>	<b>\$19,943,396</b>	<b>\$13,586,065</b>			

## 2020 KEY STATISTICS



A record-breaking  
**953**  
families supported



## OUR PROGRAMS & ASSISTANCE SERVICES

Addiction Treatment Program

Adopt A Family

Agape House

Aletha R. Wright "Vision of Hope" Center

Amani House

Anna M. Sample Complex

Brittin Village

Camden County Supportive Housing

Centerton Village

Chance II Supportive Housing

Christine's Corner

Community Resource Center

Eleanor Corbett House

Family Violence Prevention Program

Fletcher House

Garrett House

Hanover Street

Home for the Brave

Homestead at Harmony

Homewarming Kits

Hope Hall

Integrated Services Supporting Independence (ISSI)

Integrated Services Supporting Independence (ISSI) Phase II

Intellectual Disability Services

Leaven House, Casa Rainbow & Helen Smith Communities

Lindenwold Towers

Lofts at 2601

Moving Forward Camden

Moving Forward Southern NJ

Navigator Program (Atlantic, Trenton, Camden, Tri-County)

Neuro-Cognitive Disorder Program

PROMISE (Program for Returning Offenders with Mental Illness)

Safely and Effectively)

Safe Return (Atlantic, Mercer, Camden, Tri-County)

Supported Independent Living

Volunteer UP Legal Clinic

Waterfront Village

