Dear Friends,

Like many who are catching their breath following the COVID-19 pandemic, VOA Texas is taking the time to refresh, rebrand and regroup our organization.

We begin with our strategic plan refresh. Our board members and staff leaders have finalized our strategic plan which will be our guide over the next two years. VOA Texas has many opportunities in our service area, particularly in affordable housing development, that will position us for growth and ensure we remain one of the largest providers of affordable housing.

Last year, we mentioned our newly constructed 260-unit, senior housing complex, The Oaks, that will soon open in the Oak Cliff Neighborhood in Dallas, TX. The complex, which has affordable and market rate units, will be nearly 70 percent occupied when it opens this summer. We have also partnered to manage a property owned by The Resource Center in Dallas, a new apartment complex for seniors which will address the needs of those we serve in the LGBTQ+ community. VOA Texas continues to be a leader in the conversations surrounding the housing crisis our nation is facing in terms of equity and affordability. We are also expanding our property management department as other agencies look to VOA Texas for expertise in these complex services.

Internally, we are creating a culture of community with the roll out of our new mission, vision, and values. Over a year ago, a focus group made up of staff and facilitated by a leadership development coach, came up with terms and phrases for which VOA Texas will be known for, throughout the community and amongst staff. Recently, executive team members set out on a state-wide tour, meeting with every staff member across Texas to ensure our mission is infused in their daily dealings with colleagues and clients. You can find our new mission statement, vision, and values on the following page.

Thank you for your support and contributions to our mission. I hope the stories you read in this publication, as well as the outcomes we demonstrate will speak to the impact you’ve made by dedicating yourself to our cause.

Sincerely,

Angela King
President, and CEO
VOA Texas
MISSION

VOA Texas is a faith-based organization that empowers individuals and families to overcome obstacles to reach their full potential and thrive.

VISION

Communities where all people thrive – emotionally, physically, spiritually with justice and hope.

PROGRAMS & SERVICES

CHILDREN AND YOUTH SERVICES
• Prevention
• Early intervention
• Crisis intervention
• Long-term services

CORRECTIONAL SERVICES
• Residential re-entry centers
• Work release programs
• Residential treatment
• Family supports
• Services for expecting female inmates

EMLOYMENT AND TRAINING SERVICES
• Adult literacy
• Computer centers
• Work experience programs
• Counseling
• Job placement
• Supportive employment for individuals with disabilities

HOUSING
• Elderly housing
• Family housing
• Housing for those with disabilities
• Veteran housing

SUBSTANCE ABUSE
• Residential recovery centers
• Outpatient services
• Opioid addiction treatment

MORAL INJURY
• Therapy services
• Resilience Strength Training
• Veteran services

BEHAVIORAL AND MENTAL HEALTH
• Crisis counseling
• Day programs
• Drop-in centers
• Transportation
• Supported independent living

EMPLOYMENT AND TRAINING SERVICES
• Residential re-entry centers
• Work release programs
• Residential treatment
• Family supports
• Services for expecting female inmates

VETERANS
• Therapy services
• Resilience Strength Training
• Veteran services

COMMUNITY SERVICES
• Supported independent living

INCLUSIVENESS
We intentionally value and include everyone.
As part of VOA Texas’ growing focus on affordable housing, we are building in the historic Oak Cliff neighborhood, just south of downtown Dallas. The Oaks is located just minutes from the Bishop Arts District and is the newest VOA Texas property to open. This beautiful new building is visible once you approach the property at the corner of Page Ave and Llewellyn Ave.

Volunteers of America National Services (VOANS) was selected by the Dallas Housing Authority Housing Solutions for North Texas to partner on the mixed income, senior affordable residential housing project. VOA Texas provides property management services for The Oaks which consists of 260 units for seniors 62 and older. The new facility includes a fully furnished clubhouse, fitness room, business center, activity room, craft room, and healthcare clinic run by Los Barrios.

The clinic will serve the residents as well as the local community. This site is ideal for senior housing as it has a bus stop in the front of the building, it is surrounded by single family homes, and an elementary school, with a grocery store, a drugstore, and a full service medical and surgical hospital less than a mile away.
Craig Swain had it all. He was living a successful white-collar life, thanks to a genius for all things computers and the technology they entailed. It was a gift that Craig turned into a career, along with his natural fit for the corporate world. Well liked, polite and a master at his craft, good paying jobs were easy to find. He had a nice home, a family. It was perfect. But it all changed in one day when his wife was diagnosed with cancer. Life as he knew it came to a screeching halt.

YOUR IMPACT

1300 SENIORS & PERSONS WITH DISABILITIES PROVIDED WITH HOUSING

1,784 LOW INCOME FAMILIES RECEIVED SAFE, AFFORDABLE HOUSING

208 VETERANS & HOMELESS HELPED THIS YEAR

~22K PEOPLE SERVED IN 2022

21st Century
Addiction Recovery
Agnes Varis Jazz Foundation
Charles Schwab
Danna Foundation
Delta Sigma Theta (Huntsville)
Kappa Mu
Department of Veterans Affairs
Exxon
Fannie Mae
Fort Bend County Transit
Fort Bend Meals on Wheels
Freedom Church
Galveston Area Council
Girls Inc. (Be Bold Institute)
Golden Creek Nursing and Rehabilitation Center
Golden Crescent Food Bank (Victoria Texas)
Grimes Health Resource Center
Harvest House Food Pantry
Hilti North America
Homeland Security and Emergency Management
Houston Community College
Houston Food Bank
Houston Regional Office (VBA)
Houston Texans
Impact Dance Co.
Junior League Dallas
Little Zion Baptist (Nacogdoches Texas)
Metrotex Health Care, Inc.
Murphy Oil Inc.
Nacogdoches Fire Department
Nacogdoches Public Library
Niagara Bottling Co.
Oxford House
PathFinders
Prairie View AM SEAL (Smart Eating Active Living) Cooperative Extension Program
Prairie View AM University
Rosenberg Fire Marshal Office
Rosenberg Police Department
Tarrant County College (TCC)
Texas A&M University
Texas AM Agrilife Extension
The Associations of Accountants and Finance Professionals in Business
The Mission Continues
The Phoenix
The Table Community Church
Uline Industries
United Way off Greater Houston
University of Texas Arlington
UT Physicians
Walgreens
Wessendorf Middle School
Wilderness Branch Baptist
Worth Baptist Church
YWCA

CRAIG SWAIN
PERMANENT & SUPPORTIVE HOUSING PROGRAM PARTICIPANT

Volunteers of America has been a light for me and I will pay that amazing gift forward as I volunteer to counsel the homeless.

“Volunteers of America has been a light for me and I will pay that amazing gift forward as I volunteer to counsel the homeless.”

VOLUNTEER IMPACT

1,310 VOLUNTEERS SERVED
MORE THAN 7,872 HOURS

11,872.25 VOLUNTEER HOURS X $28.54 (VOLUNTEER HOURLY VALUE)

TOTAL VOLUNTEER ENGAGEMENT
FINANCIAL ECONOMIC IMPACT

$22,467

22K PEOPLE SERVED IN 2022

SCAN OR CLICK THE QR CODE TO READ CRAIG’S STORY.
Two decisions. One to tell the truth and ask for help. The other is to say “no” to living at an address too close to trouble. Between making those two right decisions on his own and discovering a helping hand from Volunteers of America Texas, William Balcom’s life now is as different from what it used to be as the proverbial night and day.

WILLIAM BALCOM
RESIDENTIAL TREATMENT PARTICIPANT

“I take pride in caring for myself and my family. When I found myself in a position where I couldn’t, VOA Texas was here.”

BRENDA TOLLIVER
### Assets

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cash and cash equivalents</td>
<td>$18,077,708</td>
<td>$6,028,382</td>
</tr>
<tr>
<td>• Accounts receivable, net</td>
<td>4,648,819</td>
<td>4,289,756</td>
</tr>
<tr>
<td>• Prepaid expenses</td>
<td>193,881</td>
<td>65,225</td>
</tr>
<tr>
<td>Total current assets</td>
<td>$19,820,408</td>
<td>$10,483,363</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>$5,868,840</td>
<td>$5,072,150</td>
</tr>
<tr>
<td>Other assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Assets held in custody for others</td>
<td>29,881</td>
<td>71,704</td>
</tr>
<tr>
<td>• Due from affiliates, net</td>
<td>1,699,481</td>
<td>1,579,872</td>
</tr>
<tr>
<td>• Other, net</td>
<td>3,926</td>
<td>4,276</td>
</tr>
<tr>
<td>• Limited partnerships’ assets</td>
<td>6,678,876</td>
<td>7,110,167</td>
</tr>
<tr>
<td>Total other assets</td>
<td>$8,412,164</td>
<td>$8,762,119</td>
</tr>
<tr>
<td>Total assets</td>
<td>$28,284,373</td>
<td>$29,201,412</td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Accounts payable</td>
<td>$1,137,915</td>
<td>$1,384,356</td>
</tr>
<tr>
<td>• Accrued expenses</td>
<td>1,239,200</td>
<td>1,118,116</td>
</tr>
<tr>
<td>• Refundable advance</td>
<td>173,421</td>
<td>347,101</td>
</tr>
<tr>
<td>• Deferred revenue</td>
<td>403,707</td>
<td>-</td>
</tr>
<tr>
<td>• Due to affiliates</td>
<td>50,352</td>
<td>36,686</td>
</tr>
<tr>
<td>• Lines of credit</td>
<td>4,250,000</td>
<td>-</td>
</tr>
<tr>
<td>• Current portion of notes payable</td>
<td>580,636</td>
<td>122,349</td>
</tr>
<tr>
<td>• Current portion of capital lease obligations</td>
<td>43,689</td>
<td>54,926</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>$7,878,740</td>
<td>$2,983,534</td>
</tr>
<tr>
<td>Long-term liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Notes payable, net of current portion</td>
<td>2,026,531</td>
<td>2,685,161</td>
</tr>
<tr>
<td>• Capital lease obligations, net of current portion</td>
<td>4,017</td>
<td>9,081</td>
</tr>
<tr>
<td>• Other liabilities</td>
<td>29,881</td>
<td>75,159</td>
</tr>
<tr>
<td>• Limited partnerships’ liabilities</td>
<td>8,213,827</td>
<td>8,016,486</td>
</tr>
<tr>
<td>Total other liabilities</td>
<td>$10,273,256</td>
<td>$10,782,414</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>$18,151,996</td>
<td>$13,685,948</td>
</tr>
<tr>
<td>Net assets (deficit) without donor restrictions attributable to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• VOAT and Development Corp</td>
<td>12,583,567</td>
<td>11,457,985</td>
</tr>
<tr>
<td>• Non-controlling interests in limited partnerships</td>
<td>(1,534,151)</td>
<td>(906,381)</td>
</tr>
<tr>
<td>Total net assets</td>
<td>$11,049,416</td>
<td>$10,551,604</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$29,201,412</td>
<td>$24,237,632</td>
</tr>
</tbody>
</table>

### Revenue from Operations

<table>
<thead>
<tr>
<th></th>
<th>Without Donor Restrictions</th>
<th>Limited Partnerships</th>
<th>Operating Total</th>
<th>Eliminations</th>
<th>2022 Total</th>
<th>2021 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions of cash</td>
<td>$1,808,311</td>
<td>-</td>
<td>-</td>
<td>$1,808,311</td>
<td>$3,095,751</td>
<td>$3,095,751</td>
</tr>
<tr>
<td>Contributions of nonfinancial assets</td>
<td>598,726</td>
<td>598,726</td>
<td>598,726</td>
<td>411,991</td>
<td>$1,010,717</td>
<td>$1,010,717</td>
</tr>
<tr>
<td>Government agencies, revenue &amp; grants</td>
<td>17,614,062</td>
<td>17,614,062</td>
<td>17,614,062</td>
<td>19,856,187</td>
<td>$37,470,249</td>
<td>$37,470,249</td>
</tr>
<tr>
<td>Program fees</td>
<td>382,270</td>
<td>-</td>
<td>-</td>
<td>382,270</td>
<td>71,938</td>
<td>71,938</td>
</tr>
<tr>
<td>Resident service revenue</td>
<td>7,498,360</td>
<td>7,498,360</td>
<td>7,498,360</td>
<td>7,426,459</td>
<td>$15,924,819</td>
<td>$15,926,459</td>
</tr>
<tr>
<td>Rental income</td>
<td>4,596,122</td>
<td>1,820,747</td>
<td>1,869,343</td>
<td>591,184</td>
<td>$10,273,254</td>
<td>$10,273,254</td>
</tr>
<tr>
<td>Other operating income</td>
<td>1,570,707</td>
<td>218,765</td>
<td>1,349,472 (109,241)</td>
<td>1,480,251</td>
<td>1,519,944</td>
<td>1,519,944</td>
</tr>
<tr>
<td>Total revenue from operations</td>
<td>$29,321,032</td>
<td>$2,095,512</td>
<td>$31,416,544 (109,241)</td>
<td>$31,251,303</td>
<td>$35,392,554</td>
<td>$35,392,554</td>
</tr>
</tbody>
</table>

### Operating Expenses

Program services:
- Promoting self-sufficiency | $15,540,742 | 2,675,953 | 18,216,695 (106,241) | 18,107,494 | $19,780,436 |
- Fostering independence    | 6,774,171    | -         | 6,774,171        | -          | 6,522,551   |
- Encouraging positive development | 493,105   | -         | 493,105          | -          | 422,018     |
| Total program services     | $22,806,018  | $2,675,953 | $25,481,971 (109,241) | $25,372,730 | $26,725,005 |

Support services:
- Management and general    | 4,662,089    | -         | 4,662,089        | -          | 4,699,649   |
- Fundraising                | 816,266      | -         | 816,266          | -          | 807,262     |
| Total support services     | $5,478,355   | -         | $5,478,355       | -          | $5,506,911  |

Total operating expenses   | $28,284,373  | $2,675,953 | $30,960,326 (109,241) | $30,851,085 | $32,235,916 |

Change in net assets from operations | $1,036,659 | ($109,241) | $(109,241) | $400,218 | $497,732 | $1,870,530 |

### Non-operating Items

<table>
<thead>
<tr>
<th></th>
<th>Without Donor Restrictions</th>
<th>Limited Partnerships</th>
<th>Operating Total</th>
<th>Eliminations</th>
<th>2022 Total</th>
<th>2021 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest income</td>
<td>$16,298</td>
<td>-</td>
<td>-</td>
<td>$16,298</td>
<td>11,528</td>
<td></td>
</tr>
<tr>
<td>Gain on sale of assets</td>
<td>$11,503</td>
<td>-</td>
<td>-</td>
<td>$11,503</td>
<td>48,459</td>
<td></td>
</tr>
<tr>
<td>Gain on involuntary conversion</td>
<td>-</td>
<td>$8,591</td>
<td>$8,591</td>
<td>1,119,905</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>61,122</td>
<td>-</td>
<td>-</td>
<td>61,122</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total non-operating items</td>
<td>$88,923</td>
<td>$8,591</td>
<td>$97,514</td>
<td>97,514</td>
<td>1,179,892</td>
<td></td>
</tr>
</tbody>
</table>

Change in net assets | $1,235,582 | $167,450 | $497,732 | $497,732 | $1,870,530 |

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KATHLEEN CALLAHAN

"Resolana saved me. It showed me what might be possible."

JUNE 30, 2022 (WITH COMPARATIVE FINANCIAL INFORMATION AS OF JUNE 30, 2021)
VOA Texas Minister, Tim Lloyd serves full time as the agency’s Housing Support Manager. Day in and day out, he helps people in Conroe, Texas find safe, affordable housing through the organization’s Permanent and Supportive Housing (PSH) Program.

One Saturday in April, he and his wife Becky found themselves on the doorstep of a home he had recently helped a client to acquire. Days before, the client, who wishes to remain anonymous, asked Tim to bless the property to establish a sense of peace and tranquility over the new space. Being a domestic violence survivor, the idea of a “safe” home brings an extra sense of importance.

“A peace came over all of us as we silently entered the home,” said Tim. With his Bible in hand, he prayed in every area of the home’s interior, then outside to every outer wall and door. A bit unsure of his first house blessing, “I just closed my eyes and did my best to communicate with God and meet this client’s request in a true and honest way,” he said.

The Mavs Foundation donated a new tech center to the VOA Texas residential re-entry program in Fort Worth, TX. The space was outfitted with new furniture, laptops, a privacy booth, new wall mural and new books which serves as a resource center for former offenders transitioning from prison back into the community.

Former NBA player and University of Michigan Fab Five member, Jimmy King, attended the dedication.
2022 SPONSORS

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LYNN TOOMER
EGA Construction Duane Lock - River Oaks Energy

BARBARA SULLIVAN
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DAN GREENE
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PRESTON SAMS
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BEN HAAG
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BRIAN HEAD
Blackmore Mooring

ROBERT STEPHENS
PwC

ERIC MCCABE
UBEO

TIERA ADAMS
BNSF

2021-2022 COMMITTEE MEMBERS
HELP MAKE A DIFFERENCE
DONATE A CAR
VOA | VEHICLE DONATION PROGRAM

Your vehicle donation helps make a real difference in the lives of those we serve at VOA Texas.

Pick up is free and easy as 1-2-3. You will also get a tax deduction if you are an itemizing taxpayer.

CALL
SCHEDULE
RECEIVE

Call or complete the online donation form. Schedule a free, convenient pick-up. Receive a donation receipt and that’s it!

CALL US TO DONATE TODAY!

833-300-5737

SCAN OR CLICK QR CODE TO LEARN MORE OR MAKE A DIFFERENCE WITH YOUR DONATION

VOA | ReST 4 FIRST RESPONDERS

ReSILIENCE STRENGTH TIME

VOA|ReST 4 First Responders are free, peer-to-peer small group support sessions designed to help First Responders process feelings of moral discomfort and distress while reclaiming strength and commitment to their profession.

SCAN OR CLICK QR CODE TO LEARN MORE ABOUT VOA | ReST
VOA Texas is elated to have Debbie Perrault as the chair of our Board of Directors. Debbie is the retired former Laboratory Regulatory Specialist at Parkland Health & Hospital System where she planned and managed daily operations of the Pathology Department.

**VOA TEXAS**

**BOARD OF DIRECTORS**

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Retired, Parkland Health & Hospital System

**MR. DAVE CARNER, TREASURER**
CEO, CBC, Inc

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**MS. JENNI STEELE**
Vice President of Marketing, Niagara Corp.
WE SERVED
22,000 LIVES
A YEAR SINCE 1917

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VOLUNTEERS OF AMERICA TEXAS
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