There from the beginning, Here until the end...

Our dedication to people living with HIV/AIDS continues





Our mission

Victory Programs opens doors to recovery, hope and community to individuals and families facing homelessness, addiction or other chronic illnesses.

Our dedication

Victory Programs proudly dedicates our 2013 Annual Report to:



Dennis Balog, longtime, distinctive board member, dedicated board officer and best pal to Victory Programs and our many residents. Joining Victory Programs in the late '80s, Dennis is unequaled in logging more volunteer board hours than any other member in our near 40-year history. His rare and special support to our mission is in a class by itself. Together with his champion spouse Bob DeMers, they have ensured decades of stability and sound fiscal health for Victory Programs. For all the lives he has so deeply touched, Dennis Balog outshines the sun.

And...



Club Café—celebrating its illustrious 30th anniversary in 2013—and its outstanding co-owners **Jim Morgrage** and **Frank Ribaudo**. Year after year, Club Café continues to graciously open its welcoming doors to host events, fundraisers and functions for so many local nonprofits like Victory Programs. Club Café's unparalleled commitment to HIV/AIDS services is second to none. With their big caring hearts, Frank and Jim have made their destination landmark business into something unique and exceptional—a cherished community resource that never loses sight of giving back.

dear friends of victory programs

His name was Ed Norton. The year was 1986. Confirmed cases of a most confounding disease called AIDS were appearing in every major U.S. city. Massachusetts was also beginning to face its first catastrophic cases of the disease. The mutating HIV virus brought cruel symptoms, incomprehensible loss and relentless waves of grief to the community.

Although the destructive path of AIDS would devastate countless hopes, dreams and lives of individuals, families, friends and communities, Victory Programs was mobilizing to fight back. We used whatever tools we had in hand including the important acts of purest human decency, compassion and love. We fought to defy the status quo of inevitable death by not accepting being helpless and hopeless. We organized, like small bands of street fighters, new alliances of family, friends, lovers and service providers who stood side by side to speak out and up.

Ed was our first resident with AIDS at our flagship program, Victory House. In 1986, Victory House was the only program for alcohol and addiction treatment not only to admit those with this new frightening disease, but also to actively recruit people with AIDS diagnoses from hospitals and health centers. Ed was open with his AIDS diagnosis as well as his history of addiction. He did not hide his disease. He spoke boldly at every opportunity to his fellow residents. More than anything, in whatever time he had left, he was determined not to settle for shame or give in to complacency.

Ed was our first teacher, our "AIDS prophet" who would begin the sea-change of attitudes and behaviors. He opened the red door of Victory House not only for himself, but also for hundreds of homeless men and women living with both AIDS and addiction for decades to come.

In 1986, Victory Programs started the groundbreaking Mobile AIDS Resource Team Program (MART). This first mobile public health response would be the bridge to statewide recovery and addiction treatment programs, bringing care wherever there was a need. Over the years, we created many new HIV/AIDS-focused treatment and housing programs including the Bobbie White House, the Housing AIDS Resource Team (HART), the Wellness Center and Cedar Family Home. We successfully merged with other community based organizations including the Boston Living Center, Ruah House and AIDS Housing Technical Assistance Program (TAP) to bring them under the Victory umbrella.

The one common thread among these programs is the ability to trace their history back to those teachers and prophets who lived among us. The first resident of Victory House diagnosed with HIV inspired us to be bold. His name was Ed Norton.



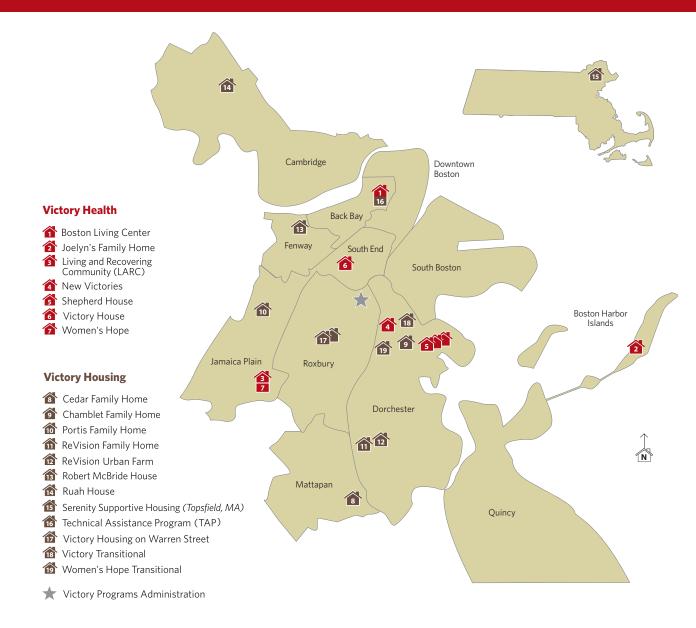
Jonathan D. Scott, President & CEO



Davie SmayT

David J. Bancroft, Chair of the Board

victory programs community map







Welcoming Serenity Supportive Housing

Victory Programs' history of providing services for people living with HIV/AIDS added a new chapter in October 2013 with the addition of Serenity Supportive Housing. Now, an additional 15 men and women are members of our community at this permanent supportive housing program for people living with HIV/AIDS located in Topsfield, Massachusetts.

Serenity Supportive Housing was previously operated by Lahey Health Behavioral Services (LHBS), which relinquished its contract as part of a strategic decision to streamline their services. With the help of the Massachusetts Department of Public Health, the leadership at LHBS approached Victory Programs about taking the program on given our expertise in HIV/AIDS housing.

Victory Programs has always been dedicated to providing housing services for people living with HIV/AIDS. We currently operate four successful permanent housing programs for people living with HIV/AIDS in Boston and Cambridge. The addition of Serenity Supportive Housing further expands accessible and affordable housing options available to our community.

It's a deep honor to be the new stewards of Serenity Supportive Housing. It's a privilege to continue the work of this essential supportive housing service that ensures all with AIDS have a place to call home.

Mayor Menino honored at celebration of life



On November 19, 2013 Victory Programs' Boston Living Center held its annual Celebration of Life Thanksgiving Dinner for people living with HIV/AIDS, and their loved ones, at the Hynes Convention Center. More than 700 guests and 250 volunteers filled the festive room colorfully decorated by volunteers and local organizations.

This year, the event was filled with special moments including presenting the Peter Daniel Clark Award to Jim Morgrage and Frank Ribaudo, co-owners of Club Café, and the appearance of the 2013 Boston Red Sox World Series trophy.

The highlight of the evening was honoring Mayor Thomas M. Menino, who has been a regular presence at the Celebration of Life since taking office in 1993. Mayor Menino has been a tireless supporter of Victory Programs, the Boston Living Center and ReVision Urban Farm. In gratitude for his support of urban farming initiatives, and acknowledging his love for growing his own tomatoes, Victory Programs officially named the ReVision Urban Farm greenhouse the "**Thomas M. Menino Greenhouse**" where we will grow special "**Tom-atoes**" to be served exclusively to members at the Boston Living Center. To commemorate the moment, Mayor Menino was presented with an original watercolor of "**Tom-atoes**" painted by Boston Living Center member Gary Hill.

Even though the Celebration of Life Thanksgiving Dinner is free to all who attend, it is the BLC's biggest fundraiser of the year thanks to generous corporate sponsorships and individual donations through our TIPS (Thanksgiving Is People Serving) volunteers who wait tables for our guests. TIPS Servers are asked to collect donations in support of their evening of service, much like a friend might ask for support for a charity race or walk. This year, our outstanding TIPS Servers raised a record-breaking amount—over \$50,000! The commitment of our TIPS Servers is an essential piece of the Celebration of Life, and we cannot thank them and their networks enough for this incredible display of generosity.

HIV/AIDS by the Numbers

In 2013, Victory Programs served **1,191 individuals** (833 Men / 352 Women / 6 Transgender)

living with HIV/AIDS in our housing programs and at the Boston Living Center.

> **1986** – Victory House becomes **ONE OF THE FIRST** recovery homes in Massachusetts to admit people living with HIV/AIDS

1970

1980

1990

2010

84% of our clients and members living with

HIV/AIDS have a viral load so low it is considered undetectable 94% of our clients and members living

2000



of our clients and members living with HIV/AIDS are connected to healthcare providers



Victory Programs **Boston Living Center** Building Healthier Lives in the HIV/AIDS Community Turns 25 years old in 2014!



Victory Programs **sites designed** specifically for **people living with HIV/AIDS**

victory programs a year in review



Pictured L to R: Kyle Marnane & Chuck Olivieri, Whole Foods Market; Marc Davino & Shauna Helton, Victory Programs; Jennifer Licht & Lynay Smith, Whole Foods Market; and Cha-Chi Loprete, CBS Radio

A Whole Lot of Support for the Boston Living Center

For years, during the month of November, local Whole Foods Markets have run a register campaign to raise donations for area nonprofits. For more than 10 of those years, Victory Programs' Boston Living Center, New England's largest community and resource center for people living with HIV/AIDS, has been a beneficiary of the program. In 2013, the Boston Living Center received the largest donation in the history of our partnership—\$85,089—thanks to the efforts of 17 local Whole Foods Market locations in Massachusetts. The amount was announced during a check presentation at the Boston Living Center on January 7, 2014. In March, Whole Foods Market sent an additional check for \$6,425 that had been collected for the Boston Living Center during the register campaign bringing the grand total to \$91,514!

Thank you, Whole Foods!



Awarded for Excellence

Victory Programs was honored to be named the Greater Boston Business Council's 2013 Nonprofit of the Year. The agency was recognized by the GBBC at their annual Awards for Excellence Dinner on January 17, 2014.

Victory Programs staff pictured from L to R: Matt Pritchard, Vice President and COO; Sarah Porter, Director of Programs; Marc Davino, Senior Director of Development and Communications; Chris Lawrence, CFO; and Shauna Helton, Special Events Manager



Thank You, Volunteers!

Victory Programs extends our deepest appreciation and great thanks to our regular volunteers who gave so freely of their time and energy. With the help of our amazing and dedicated volunteers, this year Victory Programs served more than 40,000 meals at the Boston Living Center and harvested over 500 pounds of vegetables at our ReVision Urban Farm! Whether it be spending time with the children living at one of our shelters, cooking a meal at one of our residential programs, or coming to help out our administrative staff, there is a volunteer opportunity for you! If you are interested in learning more about how you can become a volunteer please visit our website, www.vpi.org, for a list of current opportunities.



Spotlight on Revision Urban Farm

Since the renovation of ReVision Urban Farm in 2012 and its expansion in 2013, we've seen a tremendous increase in its growing capacity! Here's an update on some of the amazing projects happening at the "Green Heart of Dorchester":

- With the addition of the **Thomas M. Menino Greenhouse**, ReVision Urban Farm grew 33% more seedlings than it did the previous year.
- During its first full growing season, ReVision Urban Farm's Tucker Street site raised 3,920 pounds of vegetables—that's the weight of an average full-sized car!
- ReVision Urban Farm introduced more than 400 youth volunteers to urban agriculture across its two sites.
- ReVision Urban Farm partnered with more than 20 community groups and organizations to help grow, harvest and distribute vegetables.



Opening Doors for New Families

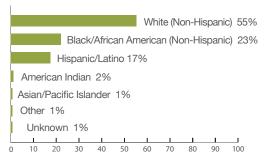
Over the course of our history, Victory Programs has been on the cutting edge of responding to the growing and emerging needs of our communities. The recent surge in family homelessness occurring in Massachusetts has resulted in more than 2,100 families being housed in hotels and motels due to the lack of permanent housing options and shelters at full capacity. Temporary housing in hotels and motels is costly and doesn't provide the families residing in them capacity to prepare home-cooked meals or adequate play and study space. Given the current need, Victory Programs' leadership decided to use our facility on Chamblet Street in Dorchester (the former site of our Women's Hope program) to grow the capacity of our ReVision Family Home. With the addition of this building, we will be able to provide new shelter and support service for eight families struggling with homelessness. **Chamblet Family Home** opened in April of 2014.

demographics & populations served

For 39 years, Victory Programs has been committed to providing individuals and families of all races, cultures and sexual orientations with an equal opportunity for shelter, substance use disorder treatment, recovery and wellness. We strive to ensure that appropriate, quality care is available to all underserved populations.

Adult clients served in FY2013 (unduplicated): 2289 Minors/children served in FY2013 (unduplicated): 70

Race

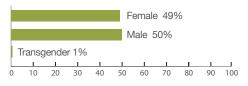


Annual Income



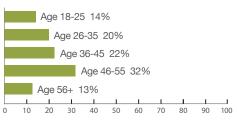
In the spring of 2014, Victory Programs will begin to implement Electronic Health Records (EHR) at our programs. This development, inspired in part by the Affordable Care Act, will have a huge impact on staff and clients and is a necessary step as the agency continues to grow. The larger benefits of using EHR are five-fold: Improve quality and convenience of care, increase client participation in their care, improve outcomes, improve care coordination and increase efficiencies and cost savings.

Gender

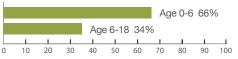


Age at Admission

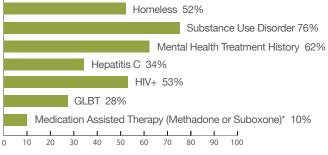
Adult Clients



Minors



Target Populations



finances

Statement of Financial Position

Current Assets 2013

Cash and cash equival	ents	415,269
Accounts receivable		761,796
Promises to give		149,025
Inventory		27,506
Prepaid expenses		73,216
Investments		405,671
Other current assets		28,860
	Total current assets	\$ 1,861,343

Fixed Assets

Property, plant and equipment	12,913,352
Less: accumulated depreciation	(5,424,803)
Total fixed assets	\$ 7,488,549

Other Assets

Restricted deposits	72,854
Deferred financing costs, net	36,219
Promises to give, net of current portion	50,000
Deposits	4,426
Work in progress	-
Total other assets	\$ 163,499

Total Assets \$ 9,513,391

Current Liabilities

Accounts payable	89,271
Accrued expenses	602,247
Long-term debt, current	82,418
Security deposits	4,512
Other current liabilities	28,860
Total current liabilities	\$ 807,308

Long Term Liabilities

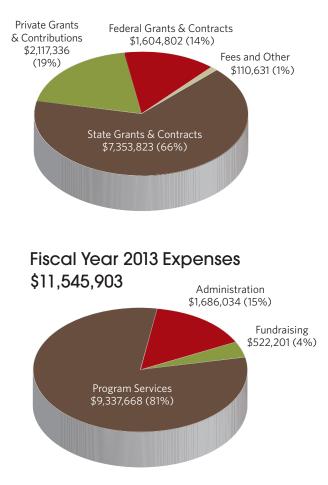
Long-term debt	5,598,169
Other long-term liabilities	16,138
Total long-term liabilities	\$ 5,614,307
Total Liabilities	\$ 6,421,615

Net Assets

Unrestricted		2,982,751
Temporarily restricted		199,025
	Total net assets	\$ 3,091,776

Total Liabilities & Net Assets \$ 9,513,391

Fiscal Year 2013 Revenue \$11,186,592



Victory Programs provided approximately \$74,243 of free client care for the year ending June 30, 2013.

Space limitations preclude a full audit presentation. Full audit statements are available upon request.

sources of support

Victory Programs gratefully acknowledges our supporters for our fiscal year ending June 30, 2013.

CASH CONTRIBUTIONS

\$75,000 - to the sky!

- The Boston Foundation Cummings Foundation
- The Larson Family Foundation Robert Lloyd Corkin Charitable Foundation

\$50,000 - \$74,999

The Grace Richardson Fund

 United Way of Massachusetts Bay & Merrimack Valley Walmart Foundation

\$25,000 - \$49,999

- Ronald M. Ansin & James Stork Cabot Family Charitable Trust Department of Public Health - Office of HIV/AIDS The Doe Family Foundation Eastern Bank Charitable Foundation Fidelity Charitable Gift Fund The Grace Jones Richardson Trust
- Liberty Mutual Foundation
- Roderic R. Richardson
 Walgreens Community Pharmacy

\$10,000 - \$24,999

ALG Family Foundation American Book Company Anonymous Bank of America Charitable Foundation The Bank of New York Mellon

Boston Public Health Commission

- Cedar Tree Foundation Citizens Bank Charitable Foundation Steven D. Corkin & Dan Maddalena Covidien Dean Winegardner Charities Esmond V. Harmsworth
- Charitable Foundation
- Andle S. Finard
- Anne Gilchrist-Hall Guaranteed Rate, Inc. Hemenway and Barnes Imperial Court of Massachusetts
 Brian Lash
 Sharon & Alistair Lowe
 The M.A.C. AIDS Fund
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 Paul & Edith Babson
 Foundation
 Anne L. Peretz
- Daniel* & Sue Rothenberg
 Schoenstadt Family Foundation
- Joseph Smith & Scott Popkowski Target Logistics The Wilson Foundation

\$5,000 - \$9,999

Sara J. Andrews & Neil Bradley Anonymous Bank of America Charitable Foundation The Baupost Group Blue Cross Blue Shield of Massachusetts Breckinridge Capital Advisors

Broadway Cares/Equity Fights AIDS, Inc.

- Larry & Christine Carsman Connemara Fund Paul & Patricia Daoust The Estate of Barbara O'Brien
- Polly & Stephen Friess Jeffrey & Mary Furber Macy's Foundation Monday Night Bowling League Barry P. Perkins
- Pioneer Investments
- The Randolph Foundation The Reebok Foundation
- The Reebox Foundation

Jonathan D. Scott & Dr. Michael McGuill Peter & Cynthia Scott Stop & Shop Supermarket New England Division Whole Foods Market

\$2,500 - \$4,999

Anonymous Laura Baldini

 Dennis J. Balog & Robert J. DeMers The Beacon Hill Circle for Charity

Boston Medical Center - Center for Infectious Diseases

Burns & Levinson LLP

- Combined Jewish Philanthropies Jonathan Crutchley
- Ray Delano & Michael T. Fay

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- **†** Prentiss & Polly Higgins
- Jonas Fields, Charles Hannagan & David Walters Charitable Foundation
- Paniel B. Kelly James Lin

Macy's Corporate Giving Maguire Mechanical Services

Martin & Tristin Mannion

The Mary B. Dunn Charitable Trust New England Human Services Charity Golf Northeast Invitational Tournament

Perls Foundation

- Jim A. Pettinelli & Thomas Keegan
- Michael & Kimberly Pradko Randy Price
- Craig Robbins & Eric Huang Royal Commonwealth Society, Inc. Sovereign Bank State Street Richard Stern
- **†** TJX Foundation

United Parish of Auburndale Tom White & Patricia Troy Yale Appliance & Lighting

\$1,000 - \$2,499

5 Star Travel Services AEW Capital Management David Alsdorf

- Michael Bacon & Timothy Burgers Beth Israel Deaconess Medical Center
- Fierica & Brian Birke Blackrock Financial Management, Inc. Boston Medical Center Healthnet Plan Boston Private Bank & Trust Company
- ▲ Dane Bremer
- Katie & Paul Buttenwieser Cambridge Boston Volley Ball Association
 Cambridge Trust Company
 Carlisle Tax Credit Advisors
 Fay M. Chandler
 Barbara & Julian Cherubini
 Donna M. Clark &
- ▲ Donna M. Clark & Daniel F. Hullah Coldwell Banker Cares
- Harry R. Collings & Daniel Moon Joseph Cooper

Dana Farber Cancer Institute

Marc J. Davino

Decker Communications Delta Dental of Massachusetts

Department of Public Health - Bureau of Substance Abuse Services

Diving For Life

- Elizabeth Dugan & Jack Moran
- Susan Dugan Pam Feingold Debbie & Ronald Fellman Fellman Law Group, P.C.
- Robert & Lori FernandezFidelity Foundation
- Richard A. Floreani & Thomas D. O'Toole Frederick E. Weber Charities Corporation James P. Furlong

Marnie & Seth Gale Jeffrey Gates Girl's Leadership Organized Women Stephen Goldberger* Scott Gortikov & Ross Ozer

- Cynthia Graham
 Guardian Healthcare
 Hachette Book Group USA
 Dr. Grace Harrell
 Harvard Community Gifts
 Caroline R. Helmuth
- David & Kathleen Hinkelman HUB International New England, LLC ING, Inc. Jackson & Irene Golden Charitable Trust The Jamie Pierce
- & Rick Cresswell Fund Ketel One † John Latella
- Jim Lauletta John Lesaffre Nyna and Robert Malley Robert D. Mancuso Martignetti Company, Inc.
- ▲↑ Rosemary D. Maslow Kevin & Jeanie McLaughlin
- Memorial Church at Harvard University Mentor Charitable Fund MGH Institute of Health Professions Mintz Levin
- Warren Mitchell & Peter Tenggren
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🕈 Robert H. Quigley Jr.

Nadine L. Rodney-Conway Frederick & Karen Ruymann

- the Samuels Family Fund
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- Daniel M. Schutt & Christian Flynn Paul J. & Lois Scobie
- April Simon
 South End Buttery
 State Street Foundation -Matching Gift Program
- Jessica C. Straus and David M. Berson
- 🕈 Thomas & Jane Talamini
- Temple Israel TRUiST Tufts University School of Medicine Ken Tutunjian
- Donald Vaughan & Lee Ridgway Verizon Foundation
- 🕈 David M. Young

\$500 - \$999

- Abbott Laboratories, Inc.
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- Boston Trust & Investment Management Company Brian Brandt Bristol-Myers Squibb
- * Kathryn Brooks Cannata Family Foundation, Inc. Capital Lease Group
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 - The Episcopal Diocese of Massachusetts

Doug Erwin

Marjorie & Michael Farley, in memory of Paige Farley

- Judith & John Felton John Fernandes
- James C. & Audrey Foster Joseph Gavin GraphicSmith Printing & Mailing
- Robert Griffin & Roseann Russell John Haas
- Harvard Pilgrim Health Care Harvard University Center for AIDS Research
- ▲ Gary R. Hill Hospira Employee Giving Campaign
- ↑ David M. Hough
- Patsy and John Howard Heyward James & Randall Albright
- V. Lloyd Jameson Janssen Therapeutics
 JJ Bodner Insurance Agency
- Iohn Hancock -Matching Gifts Program KaBOOM!

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Kevin P. Martin & Associates, P.C.

- Christopher Lawrence & Philip B. White Brian Link
- I James E. Long Maloney Properties, Inc. Miriam N. Mandell David & Janet Mannheim
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- ▲ Paul Mulvey Dorrie Napoleone & Jim Fiorato
- Neighborhood Health Plan, Inc.
- Network Health Mickey Nguyen
- Jack Nolan
- Arden O'Connor
- Shawn O'Neill
- Carolyn Orfanella & Brad Solomon
- Michael S. Palmer, MD*
- ¶ Joan Parker* Phil Paul
- ▲ Joanne C. Peckarsky Antoinette & Guido Pettinelli

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- Jeffrey Ranahan Eric C. Ranelletti
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- Mary Richardson & Stanley Leven Darcy Roake Gerald L. Robbins Frances & Hugh Rogovin
- ▲ Lisa M. Rowland
 ▲ Linda M. Rowley
 Mark G. Roy
 Richard and Greg Sawin
- Tom K. & Margaret R. Scott Gary Sharpless
- ▲↑ David Siegenthaler Silvertone Bar & Grill SMJ 500 Boston LLC South End Community Health Center
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- Solutions United Way of Pioneer Valley David Whitman

Winchester Unitarian Society

\$250 - \$499

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- ▲ Julie Barnes
- Joseph P. Barri & Randy A. Farrar Kara Becker
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- **▲**¶ Ann Walsh
- ▲ Dr. Susan V. Westmoreland Barbara Wetherington
- **▲**¶ Yumi Yasutake

\$100 - \$249

Jacques Abatto Advocates for Human Potential Edward & Janet Ahern Meaghan Ahern

- AIDS Action Committee Michael S. Albert Dara Alperen-Cipollone & Carlo Cipollone AltruHelp, Inc. Philip Amandola
- American Legion Auxiliary Paul D. Anagnostos & Brian Price
- Linda Antonucci AquaLine Arbour-HRI Hospital
- Pavid & Alexandra Austin Awards Unlimited Beth Bernstein
- Poreen Biebusch Ellen A. Blackburn Donna Boch Don Bogdanowicz Rev. Carol W. Bolstad
- Pebra K. Borkovitz Boston Gay Basketball League Boston Ironsides Rugby Football Club Boston Pride Hockey Boston Strikers Soccer Club Deborah & Linda Bowen Thomas & Annemarie Boyden Douglas M. Brooks Kevin Brown Peter Brox David Buckle & David Bross Dylan Bui Bunker Hill Florist

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- Inge Corless John Costello Maria Cranna Kevin Cranston
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 Mauricio Hernandez
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 Jonna Hopwood & Gary Goldman
- Philip & Holiday Houck John Huitema Joanna Humphrey Michael Hurley Thomas V. Hurley Judith Jackson



Dan Rothenberg, Deb Denhart and Victory Programs' President & CEO Jonathan Scott at a visit to ReVision Urban Farm in 2012.

Remembering Daniel E. Rothenberg Philanthropist, Hero, Friend

"He was a great man. Take him for all and all. I shall not look upon his like again." - William Shakespeare, Hamlet

In July 2013, Victory Programs lost a dear friend. For years, Dan Rothenberg quietly made dreams come true. In particular, his life changing and lifesaving support of our Portis Family Home and ReVision Family Home shelters has assisted hundreds of families find their way back home again. He believed in the vision of our ReVision Urban Farm. He made sure we could finally build a state-of-the-art, year-round green house to help bring healthy, locally-grown food to all families of Dorchester and Mattapan. Dan Rothenberg was the best of human-kind, an inspiration and power of example for us all, a man who gave back to the world far more than he ever took from it. Margaret Jackson Zita C. Jackson Rosemary Jennings Elizabeth J. Johnson

- Ian Johnson
 Elizabeth & Douglas Johnson
- Poeborah S. Judd Juniper Paula Junn Cheryl & Jeffrey Katz
- f Colleen E. Kelly Patty & Rob Kendall
- Pede Ketover & Nancy Carlucci Christine & Stephen Kingsbury Louise L. Kittredge Roy & Mary Ann Koerner Douglas Kofoid Michael Kutter Stewart Landers
- Andrew S. Lantz Jim Laprade
- Michaeline LaRoche & Robert Ouellette Travis Leach
- Laura & William Lebow
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Victory Programs would like to give a special thanks to the following individuals who were all-star fundraisers for the TIPS (Thanksgiving is People Serving) Program. Because of your support, we were able to raise over \$50,000 for Victory Programs' Boston Living Center.

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Victory Programs would like to give a special thanks to Chris Gavin and Joseph Therriault who ran on behalf of Team Victory in the Boston Marathon. Through the generosity of more than 85 donors and supporters, Chris and Joseph raised more than \$10,000 for Victory Programs!

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About Victory Programs

Since opening our doors in 1975, Victory Programs has expanded to 19 health and housing programs in Boston, Cambridge and Topsfield. Every year we help more than 2,600 individuals and families break down barriers to a brighter future. Our programs serve people who are facing homelessness, drug and alcohol addiction, mental illness or chronic illnesses like HIV/AIDS and provide them with the tools needed to support healthy, self-sufficient lives.

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