

EXHIBIT 3
DATE 3/6/15
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2014 ANNUAL REPORT

MISSION STATEMENT



“To compassionately serve and strengthen individuals by empowering them to build healthy and happy lives.”

Our faith-based organization is guided by professional staff and committed volunteers who create strong families and thriving communities through holistic programs by lending a hand up, not a hand out.



ed. We shelter. **WE CARE.**
www.voanr.org

PRESIDENT & CEO



JEFFREY HOLSINGER

The work of Volunteers of America Northern Rockies (VOANR) continues to be a balancing act between overwhelming human need and our resource stewardship. We have carefully responded to that need this last year in program expansion and affiliate growth. Along with this good news is the fact that our services are having a dramatic impact on the lives of those we serve, which can be seen through personal client testimonies in this report.

This year marked another milestone for our Ministry with the building of the Bill Daniels Chapel on the Sheridan, Wyoming Campus. We broke ground in the Fall of 2013 and the Chapel became a reality the Summer of 2014. This first-of-its-kind, stand-alone Chapel for the VOA family realizes a vision to spiritually enhance our client services.

Early in the year we seamlessly concluded a merger with the Fremont County Alcohol Crisis Center located in Riverton, Wyoming that is now called the Center of Hope. This critical program works with over 90% Native American individuals who suffer with chronic alcohol and drug addiction. Additionally, we have expanded Native American treatment services throughout Montana, North Dakota, South Dakota and Wyoming. We remain as the only White Bison certified residential treatment center in the United States.

Penrose Place, in Sheridan, Wyoming, is a 15-unit apartment complex for very low-income seniors age 62 or older. Penrose Place was constructed this past year through a HUD Capital Grant, and is one of the last HUD 202 new construction projects to be completed as a result of Congress eliminating that funding several years ago. Together, with our other VOA affiliates and national office, we remain the largest non-profit provider of affordable housing in the United States.

Veterans services continue to be an area of need and growth for the organization. This past year we expanded the Supported Services for Veterans Families (SSVF) grant, funded through the Veterans Administration, to include Helena, Montana. Our services are offered to Veterans and their families in Billings, Montana, providing them resources and staffing to reduce the likelihood of homelessness when faced with financial and support issues. We are privileged to be of service to our Veterans.

At the end of this year we accepted an offer by Volunteers of America Dakotas to take on the westernmost part of South Dakota in our charter territory, including Rapid City and Spearfish. We are proud and pleased to include several outreach programs, including services critical to low-income mothers, individuals with HIV, homeless youth and highway safety.

Volunteers of America is able to compassionately respond with services to those individuals most in need because of the support we receive from you, our stakeholder. Together we can and will accomplish what many think is impossible.

Thank you for your continued support.

A handwritten signature in black ink, appearing to read "Jeffrey Holsinger", with a horizontal line extending to the right.

CORE SERVICE AREAS



Volunteers of America® NORTHERN ROCKIES

BOARD OF DIRECTORS



GALEN CHASE - *Board Chairman*

Our expertise in delivering services requires that we operate transparently on both an operational and administrative level. We have built a culture within the organization that promotes and expects accountability from those who serve and are served. Our board of directors makes great investment in the review of program audits, even participating with internal program assessments to ensure client satisfaction and service delivery standards are exceeded. Their financial commitment is demonstrated through 100% board giving.

This past year additional program development enhanced ministerial services for those clients who chose to access it. The response was overwhelmingly positive, more than 50% of clients in residential treatment chose spiritually-based case management in which they develop a closer connection to God in their recovery.

We understand the significance of the fiduciary responsibility entrusted to us by our funders and donors. Our number one priority is to carefully use our resources to transform lives. We focus on turning resources into outcomes. Our staff operates with tremendous passion and optimism for what is possible for each of the 6,000 people they served, last year.

We continue to operate with the highest standards. This is reflected within a three year CARF accreditation and an Evergreen Charter through Volunteers of America Inc., Both of these certifications represent the highest level of achievement possible.

Our annual report demonstrates our promise to deliver exceptional services with exceptional results. Our goal, to improve the lives of every man, woman and child we connect with, has been met in a way that will positively benefit our communities, and, more significantly, positively affect generations to come. This report reflects the measurable impact that we had with the thousands of lives we helped. With your help we will continue to do our work, one client at a time, one day at a time, and, in turn, our communities will be better places to live.

Thank you.

A handwritten signature in black ink that reads "Galen Chase".

Galen Chase

Board Chairman

Robert Miller

Vice Chairman

Barbara Skelton

Secretary

Jennifer Heermann

Treasurer

Jeffrey Holsinger

President & CEO

Del Acker

Ron Blumenshine

Bridgette M. Gill

Mark Gordon

Robert Leibrich*

Jim Nelson

Ric Paul

Ginger Stout

Mary Underriner

Helen L. Warpness

Charles Whiton*

** Past Board Chair*

VOLUNTEERS

In the past year, 700 individuals volunteered well over 8,000 hours to help Volunteers of America toward its mission of "compassionately serving and strengthening individuals by empowering them to build healthy and happy lives."

From Leadership Council and Board Members, to work crews and Camp POSTCARD, Volunteers of America is blessed to have its professional staff assisted by caring volunteers.

To date, Camp POSTCARD has touched the lives of over 1,200 youths. Not one of those youth would have had that experience without a dedicated group of peace officers who volunteer their time to run the camp.

During sweltering days in Montana and freezing days in Wyoming, Home Depot crews, which donated supplies and muscle power, built a greenhouse, pathway, garden beds and a fence. Home Depot's crew did a phenomenal job, assisted by our staff and clients, to complete the projects.

AmeriCorps and VISTA members are volunteers and professionals who take the day off from work to engage in service to their community. They descended on the garden to clean it of weeds and other vegetative debris left from strong storms that battered the garden with hail in the spring.

Erica Zutz, a VISTA member, summed it all up after a good day's work when she said, "It was great to be able to help out these veterans that gave so much for us."

As a strategy for attracting young talent as well as meaningful engagement of volunteers, the organization has focused upon placement of students in internships. Over the past year, interns provided valuable work in our substance abuse treatment programs as well as adult re-entry.

Billings Leadership Council

Jim Abel
Jim Baken
Leonard Bends
Linda Harris
Bill Kennedy
Brenda Koch
Greg Kohn
Randy Koliha
Denis Pitman
Julie Seedhouse
Barb Skelton*
Mary Underriner*
Rhona Webb
Tom Webber
Mike Yakawich
Wallace Yovetich

Riverton Leadership Council

Lars Baker
Sterling Black
Ron Blumenshine*
Mike Broadhead
Pamela Canham
Martin Cannan
Julie Freese
Lori Morrow
Bill Runner
John Snell
Carlton Underwood
Helen Warpness*
Matt White

** Also board members*

A portrait of a young woman with long, wavy brown hair, smiling. She has a nose ring and is wearing a grey t-shirt and a colorful, fringed scarf. The background is a plain, light-colored wall.

“Because of the comprehensive program at Booth Hall, I’m prepared to be successful. Volunteers of America helped me find a career, and provided treatment opportunities to deal with my addiction. Now I truly believe I can be a success.”

Crystal, client

ADULT RE-ENTRY



327

Clients served

78%

*Successfully completed
the program*

\$66,232

Paid in restitution

77%

*Released with employment
and a place to call home*

For the last 18 years, we have operated one of three Wyoming community correction centers. We are the only non-profit provider of this service in the state. Booth Hall is a residential re-entry program in Gillette, Wyoming, that serves up to 130 male and female residents. Volunteers of America, Inc., is recognized as the largest non-profit provider of re-entry services in the country, and, in fact, founded the first halfway house in the United States over 100 years ago.

Booth Hall focuses on vocational development, educational opportunities, life skills training, alcohol & drug counseling, financial management, personal accountability through victim restitution, and spiritual growth.

We are grateful for partnerships that include Federal Bureau of Prisons, U.S. Probation Office, Wyoming Department of Corrections, and the Sheriffs' Offices of Campbell County, Converse County, and Sheridan County.

Booth Hall works with the Campbell County Community Corrections Board to ensure appropriate referrals are made to the program and that operational performance is maintained at a satisfactory level. This volunteer Board is critical to the goals and objectives that we strive to accomplish with program participants.

Booth Hall is considered one of the premier re-entry facilities in the region for the following reasons:

- "In-house" clinical staff for resident's needs, including Transitional Drug and Alcohol Treatment (TDAT).
- Prioritized victim restitution and personal accountability are mandated in the program.
- Several ministries work with our men and women who choose to participate.
- Vocational development and placement is supported and expected of all residents.

Creating accountability.

FINDING HOPE AT CAMP



Valentine's Day will never be a day of candy and cards for Colton Folts.

It will always be the day his dad died.

Colton misses "shock-azulu" in the morning, his dad's morning greeting.

"He always made up words. I really miss that," 11-year-old Colton said. "I liked the nicknames. He called me C-Train; he called my brother, Brandon, B-Dog."

His dad, U.S. Army Staff Sergeant Justin Folts, came home from Iraq alive, but, with wounds that would not mend. He died less than a year after he came home. He had served two tours in Iraq, as a medic. He was proud that not a soldier died during his first tour. During his second tour, on the way to render assistance to those in a convoy hit by IEDs (Improvised Explosive Devices) his Humvee was hit.

"All of his staff were killed. It blew his Humvee tumbling into the sky. Justin survived, but he was all torn up inside," explained his wife, Jill.

His pituitary gland was ruined. His body could not produce hormones. He developed myasthenia gravis, a chronic autoimmune neuromuscular disease. Trips to the Mayo Clinic were fruitless, she said.

The handsome blue-eyed, easy-going
10

kid from Shreveport, Louisiana, who weighed 160 pounds when he enlisted, ballooned to 400 pounds in a year. He couldn't walk. He could barely breathe. His memory dissolved. He suffered depression, guilty that only he survived the explosion that killed four of his crew, but he always tried to cheer up the rest of the family. He was in terrible pain every day. Finally, mercifully and quietly, he died on Valentine's Day, Jill said.

"He lived for his family and his country," Jill said. "My kids lost their dad. I lost my best friend."

Losing his dad meant big changes for C-Train. Jill decided to move from Fort Carson in Colorado back home to Montana to be closer to family.

"We — the boys and I — discussed it and decided it would be for the best," she said. They moved to a new home in Laurel.

Jill believed Colton and Brandon needed to be in all family discussions and decisions. They worked through their grief by sharing it. They compensated for aching heartache days by releasing helium-filled balloons in the night sky to "say hello to dad," Jill said.

They lofted balloons with some his dad's ashes in them every holiday, every birthday, on Jill and Justin's anniversary. Or any day when one of them needed a release.

The move to Montana was stressful for Colton. It meant a new school, one where Colton had no friends and plenty of adversaries.

"Every day wasn't a bad day," he said. "But most were. I was bullied a lot."

When no one intervened to help, Colton decided to stand his ground.

"I decided if I was suspended, so be it, but my dad always said stand up for yourself," he said. "I did. I didn't want to. I had to."

Colton beat up the bully.

Fortunately, Laurel Police Detective Jason Wells noticed Colton was struggling in school. Det. Wells thought Colton was a perfect candidate for Camp POSTCARD, a special Volunteers of America camp where peace officers and 5th and 6th grade kids work on self esteem, build leadership skills and create a longstanding bond.

At Camp, Colton made new discoveries. He discovered friends. He discovered confidence. He discovered adult role models.

"It was wonderful. It was just the ticket for him," Jill said. "I missed his smile. He came home with it. He came home with laughter again. At first he didn't want to go to Camp. Then he didn't want to come home," she laughed. It was a good sign.

Colton hoped school would be better.

“I think it will. I know who I am and I don’t need to change that. I’m not a bad kid,” he said.

(Since this interview, school started. Jill reports Colton is doing fine. He’s made new friends. Colton said “It’s all good.”)

At Camp he learned others cared about him. That feeling was reinforced during an emotional ceremony held in the chapel. A quartet of National Guard men and women fold the flag, explaining what each fold means. They then celebrate the service of the eight volunteers from Camp who did flag duty each day. Each youngster received a flag. The last was Colton. When he stepped on stage, Lieutenant Alex Beveridge knelt, solemnly presenting Colton the flag. The other Guardsmen looked away, struggling not to show their emotion.

“On behalf of the President of the United States and the people of a grateful nation . . . ,” the lieutenant said. Few heard the rest. There was not a dry eye in the chapel.

Colton stood, smiling, proudly. Tears coursed down his cheeks as he was enfolded in Lt. Beveridge’s embrace.

Valentine’s Day will never be the same for Colton Folts but neither will another “V” holiday.

“I’ll always think of my dad on Veteran’s Day. I know he’s a hero,” Colton said.





COMMUNITY ENHANCEMENT



Camp POSTCARD (Peace Officers Striving to Create and Reinforce Dreams) is a leadership and empowerment camp for 5th & 6th grade students who are in need of positive experiences and influential role models. The camp builds a trusting and long-standing rapport between the children who attend camp and the mentors, which include law enforcement officers, National Guardsmen, School Resource Officers, volunteers and staff. The camp also offers former campers an opportunity to come back, when they are in High School, as Peer Mentors. Camp is offered each summer in both Montana and Wyoming. 94 campers served in Wyoming and 56 in Montana.

Scholastic Books is a testament to how entities can come together to make a real difference in a child's life. Volunteers of America Northern Rockies distributed over 2,500 donated books in our communities to help encourage children to read. In the last ten years, more than 200,000 books have been distributed in Montana and Wyoming.



HEALTHCARE SERVICES



We serve individuals and their families by providing comprehensive 12-step alcohol and drug treatment programs. Services include prevention, long-term support, dual diagnosed therapy, and educational classes taught by clinical professionals. The continuum of care includes assessment services, outpatient services, residential care, transitional/recovery homes and social detoxification.

Native American Services uses contemporary treatment and cultural healing to offer residential and aftercare recovery support services designed to deliver substance abuse services to support Native Americans in the recovery process.

Without the support of the following, the organization could not serve these individuals: U.S. Probation Office, Wyoming Department of Health and Human Services, Wyoming Department of Corrections, Fremont County, City of Riverton, Wyoming, AA community, individual donors, and the Sheridan faith community.

Center of Hope, in Riverton, Wyoming, offers three days of close observation, and 14-30 days of social detoxification which includes substance abuse assessments, daily exercise, morning meditations, evening checkout group, group therapy including living skills and grief and loss, AA/NA meetings, connection to resources and access to spiritual support services.

Our success rates continue to be significantly better than the state and national averages for residential treatment programs.

The Wyoming Department of Health had this to say about our residential treatment programs: "Volunteers of America Northern Rockies has exhibited an ability to be flexible with an efficient and effective management structure which provides necessary adjustments in their service delivery system to meet the demands of the communities they serve...The clinical services and supports provided through this agency are outstanding in meeting the needs of their communities through specialized substance abuse programming efforts for residential services for those they serve."

755

Clients served

74%

*Success rate at
The Life House*

62%

*Successful rate at
The Gathering Place*

81%

*Discharged with a job, and
everyone had permanent
housing*

14

*Center of Hope clients
transitioned to residential
substance abuse treatment*





"I came to Volunteers of America completely broken. The Gathering Place gave me hope and renewed faith in God. Because of everything I was given, now I have a chance to give to others"

Megan, former client

HOMELESS SERVICES



The Sheridan Community Shelter is operated in Sheridan, Wyoming and serves homeless families, individuals, and veterans. The Shelter provides a safe, clean, and sober environment to the individuals served. Intensive case management and referrals to supporting agencies help individuals move towards stable housing. Each resident is given a transitional plan designed to help them break the cycle of homelessness.

People find themselves at the Shelter for many different reasons, but for each individual one thing is true: there is nowhere else to turn.

No other program of ours relies on the community's financial support more than the Sheridan Community Homeless Shelter. Hundreds of volunteer hours are logged annually by individuals, organizations, and local congregations who serve meals, sort donations and assist residents. Personal donations of cash, clothing, and household goods make sure that we can keep the doors open 24 hours a day, 365 days per year. The Shelter also relies on significant support from the U.S. Department of Veteran Affairs, Wyoming Department of Health and Human Services, Sheridan County, and the City of Sheridan.

8,691

*Nights of sheltered sleep
provided at the Shelter*

92

*Moved to permanent
housing*

16

*Families housed
at the Shelter*

58

*Veterans served
at the Shelter*

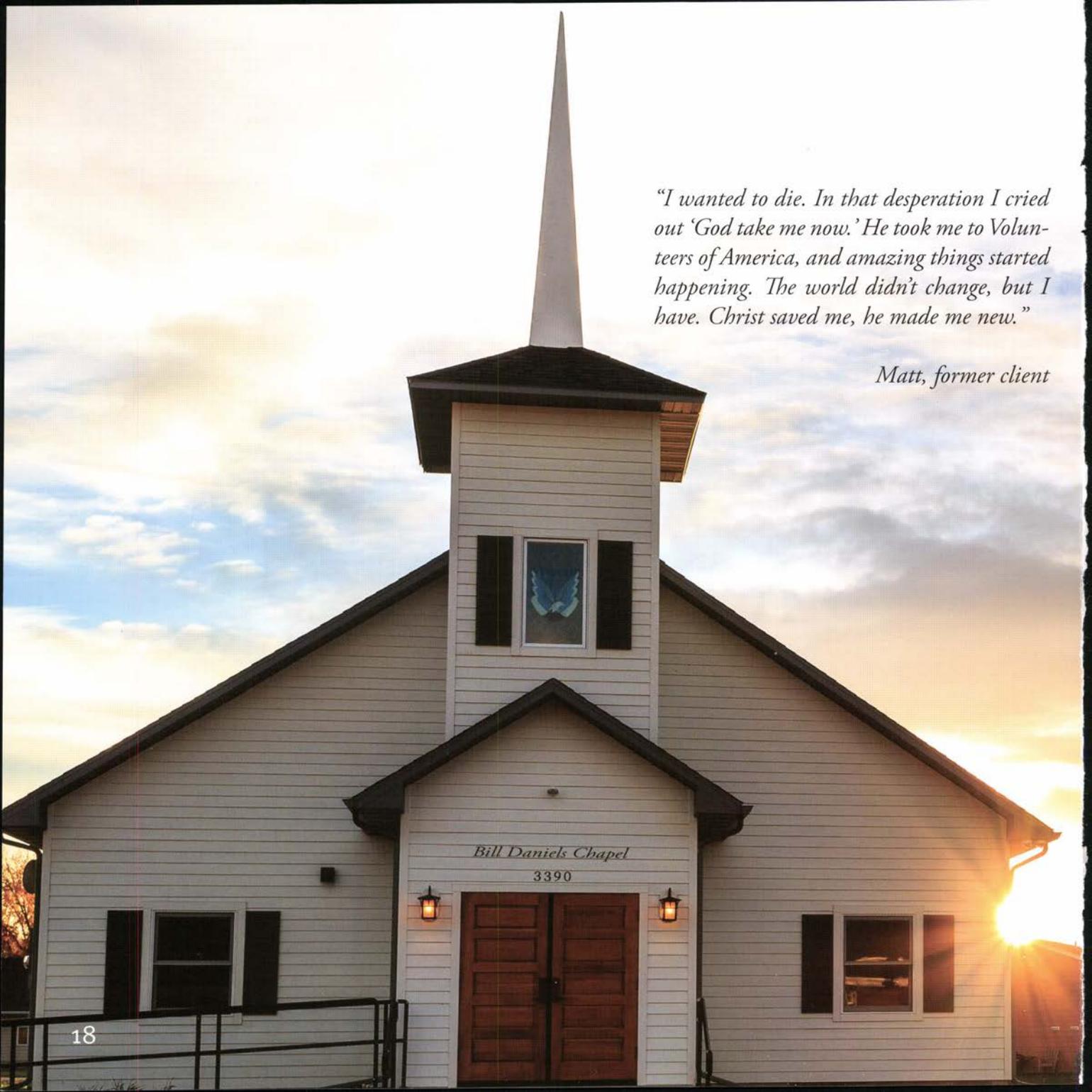
14,027

*Meals served
at the Shelter*



“Unfortunately I’ve spent time in many shelters, but the Sheridan Community Shelter is the first place where I felt cared for. Volunteers of America has gone above and beyond to help me find a job, housing and a way out of homelessness.”

Cindy, client

A photograph of a white wooden chapel with a tall, pointed steeple. The building has a central entrance with a wooden double door, flanked by two small windows. Above the door, the text "Bill Daniels Chapel" and the address "3390" are visible. The chapel is set against a dramatic sky with soft, golden light from the setting or rising sun, creating a warm and peaceful atmosphere. The steeple is a prominent feature, reaching towards the top of the frame. The overall scene is captured in a low-angle shot, emphasizing the height of the building.

"I wanted to die. In that desperation I cried out 'God take me now.' He took me to Volunteers of America, and amazing things started happening. The world didn't change, but I have. Christ saved me, he made me new."

Matt, former client

MINISTRY & OUTREACH



This year marked a milestone for us with the building of the Bill Daniels Chapel on the Sheridan, Wyoming Campus. This first-of-its-kind, stand-alone Chapel for the VOA family realizes a vision to spiritually enhance our client services. The Chapel is an amazing example of what is possible through the support of critical partners like the Daniels Fund, churches and many individual community donors. Bill Daniels embraced his spiritual development in his recovery from alcohol addiction and wanted to construct a Chapel for others to renew their faith during their personal journey of sobriety. The clients we serve in our residential treatment centers have the support of the Daniels Fund and the faith community as they begin to live a life free of drugs and alcohol.

We are fortunate to partner with over 75 churches in the Ministry. We hope to increase our ability to work with local church members to help support those clients who choose spiritually-based recovery. It is the foundation of the growth we've seen. With your generous donations our ability to reach those in need is possible.

Thank you for your support of our Ministry & Outreach.

544

*Hours volunteered to
the ministry*

75+

*Churches partnered in
the ministry with us*



LOW INCOME HOUSING



Volunteers of America Inc. and its affiliates represent the largest non-profit provider of affordable housing to low income seniors, in the United States. All four affordable housing complexes we manage are HUD 202 facilities owned by Volunteers of America Inc., which operate within a successful framework tied to the federal government. Each complex is its own unique community, where residents can build meaningful friendships and network with each other. They are offered opportunities to engage in leisure activities, clubs, and spiritual growth. We provide service coordination that connects residents with critical health care and ensures that they can live independently for as long as possible.

233

*Low income seniors
have a place to call their own*

“These facilities are new, attractive and provide optimal functionality for diverse needs of the clients, along with a safe, comfortable, and homelike environment for them.”

- CARF International



Penrose Place

Sheridan, Wyoming
15-units
9 seniors served last year



Bell Park Tower

Torrington, Wyoming
40-units
42 seniors served last year
168 residents served since '94



Aspen Grove

Billings, Montana
65-units
75 seniors served last year
136 residents served since '10



Magic City Trace

Billings, Montana
85-units
107 seniors served last year
192 residents served since '06



“Volunteers of America not only gives me a place to call home, but a community to be a part of and a ministry to share and deepen my faith.”

Patricia, client

SOCIAL ENTERPRISE



Catering for a Cause is a program that provides generous and nutritious meals to our programs, while serving as one of the premier catering businesses in Sheridan, Wyoming. Catering for a Cause provides clients of our program hands-on training in food preparation services and customer service. Clients who participate in our vocational certificate program, upon graduating the program, receive a certificate of completion from our Executive Chef and are prepared for employment in the restaurant industry.

The program includes a large greenhouse, garden, and chicken coop (with over 100 chickens). Our clients start plants from seeds in the greenhouse, transplant them into the garden. They water, weed, thin plants and, ultimately, harvest the crop. The organically-grown produce is used in the kitchen and also made into salsa, jalapeño jelly and various jams that are sold in the community.

Catering for a Cause services include:

- Full service catering for all special occasions
- Lunch services for business meetings and on a contractual basis
- Specialty trays for events, parties, and business functions
- Creative menus with unique dishes made from high quality ingredients
- 450+ client meals served daily



60,268

Meals served

41

Clients earned a vocational certificate

500+

Pounds of fresh produce provided from our client garden

25,141

Meals catered

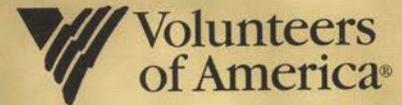


“Catering for a Cause got me through treatment. Every time I came to work I was able to clear my mind and do something I knew I could do. By giving me something I could succeed at it helped me along the path to recovery.”

Megan, former client

catering
for a cause
Volunteers
of America

VETERAN SERVICES



We operate two transitional living homes for honorably-discharged homeless veterans: Independence Hall (20 beds) in Billings, Montana and Freedom Hall (10 beds) in Sheridan Wyoming. The programs provide opportunities for employment, education, health care, recreation, spiritual growth, and basic living skills, giving men the necessary tools to increase their chances of success.

We operate a Supportive Services for Veteran Families (SSVF) program in Billings and Helena, Montana to provide supportive services to very low-income veterans who are facing homelessness. Our service coordinators work with veterans and families to improve housing stability; they help with housing, legal aid, child care, health care, transportation, daily living needs, and personal financial planning.

We provide services to the homeless veteran population in Helena, Montana with the Homeless Veteran Reintegration Program (HVRP). This program identifies homeless veterans in need and provides client-centered case management as well as other supportive services that are needed to empower the veteran to re-enter the workforce. This program works directly within the community and with employers for direct placement and skills matching the veteran.

We operate the Sheridan Community Shelter providing 16 beds and support to homeless veterans, on the Veterans Administration Campus.

Partnerships with the U.S. Department of Labor, Veteran's Administration, state and local agencies, foundations, educational institutions, local businesses and volunteers from the community work to ensure the success of the men and women who have served our country.

10,212

*Days of shelter
provided to Veterans*

35

*Veterans transitioned
into permanent housing*

69

*Veterans and their families
avoided homelessness
Thanks to SSVF*

55

*Veterans re-entered
the workforce
Thanks to HVRP*



"When I came to Volunteers of America I was in a bad place. I didn't care if I lived. That was Easter Day. I had surgery on Labor Day, started my Commercial Driver's License on Columbus Day, and graduated with a job on Veteran's Day. Volunteers of America saved me."

John, client





"They sent me to Volunteers of America, and that's where everything changed."

Danielle, former client

“WHERE EVERYTHING CHANGED”



Danielle finally found the right addiction. It took more than half her 20 years to reach it. A long the way she surrendered to booze and drugs, food and self-mutilation.

At 10 years old, Danielle started drinking, secretly sampling the leftover drinks left at the bar where her mother worked. Her dad was “not in the picture” when she was growing up in a small Wyoming town.

She drained the dregs from beer cans left on the bar. She mirrored her mom’s behavior.

Drinking quenched the pain that gnawed at Danielle every day. A Choctaw, she was taunted at school where she was the only Native American. Ridiculed by her classmates, ignored at home, she sought the solace of alcohol. She developed an eating addiction, too. The kids at school called her a “fat, lazy Indian.”

By the time she was 13 years old, her drinking was discovered and she was sent to group treatment, but she only learned how to avoid detection, how to mislead authorities, and con teachers.

“I didn’t have any parent to soothe me. I had no real guidance,” she said. “My mentors were drunks like me.”

She developed another compulsion.

“I cut myself. A razor was best. It did the most damage. I cut up my arm, across my chest. I could hide them with long sleeves,” she said.

She was a loner.

“I became what I was called. Fat. Ugly,” she said. “I was always by myself, no matter what I did to try to make friends.”

By the time she was in her teens, she was completely adrift. By now, mom was “just my drinking partner,” Danielle said. “We weren’t mother and daughter. We were buddies.”

Her mom introduced her to marijuana and then cocaine, and, later, crystal meth.

Now her classmates were older and meaner.

“You should kill yourself,” she was told. “Or maybe we should just kill you.”

She wasn’t even out of high school and was “blacking out, almost daily,” from her alcohol and drug abuse.

And then one night that Danielle remembers only as a blur of a night at a bar, and her usual black out, she was arrested for burglary.

“I have no memory of what I did. All I knew is I woke up in jail and thought ‘I’m only 18 and on my way to prison,’” she said.

The court offered her a choice: five years in prison or a Volunteers of America Northern Rockies treatment program. She chose the treatment program.

“And that’s when everything changed,” she said.

It didn’t happen overnight, but she learned – living with other women at The Gathering Place on our campus in Sheridan -- that her well-rehearsed con didn’t work.

She emerged sober from our five-month treatment program. She shed weight. She got a job. A paycheck helped her buy a car, and feel some independence. She moved into our transitional living apartments.

“I never felt better in my entire life,” she said.

She was accepted in the diesel mechanic program at Sheridan Community College. She was promoted at work, gaining managerial training.

Now when Danielle walks into a room, there are no jeers. She is lovely – dark, shining eyes, radiant smile, poised and confident.

It’s not an easy choice for her to make except now she knows a new, more powerful addiction.

“Sobriety,” she said. “Thanks to God. And thanks to the VOA who helped me find strength and hope.”



YOUTH SERVICES



91%

*Reintegration with family
or stable
independent living*

93%

*Successfully completed
the A.C.E. Program*

Our goal is to encourage positive development of at-risk children. Compassionate staff provide opportunities for academic, social and emotional growth as well as resources to families. These programs provide a continuum of care and support through education, prevention, crisis intervention, behavior management, crime prevention and residential services.

Milestones is a residential home for youth ages 10-17. This children's home provides a nurturing environment to run-away, homeless, abused, and neglected children, families in crisis, and children who have been court ordered or placed through the Wyoming Department of Family Services.

The Accountability, Change, and Education Program (A.C.E.) is an alternative suspension program that provides a positive environment for students to take responsibility for behaviors and successful reintegration into school. This program is administered through the Sheridan County School District #2.

The independent living and traditional housing programs are committed to identifying eligible youth who are in need of assistance with gaining the necessary life skills in order to lead a successfully independent lives.

The program provides monitoring and supervision for youth and adults who are under supervision of the Johnson County court system. This program encourages and cultivates accountability to reduce the incidence of future institutionalization. This program is administered through the Johnson County Commissioners.

As a Wyoming Juvenile Justice Advocate we have distributed over \$1 million in federal funding that enables Wyoming counties to create non-secure alternatives to detention for lower-risk offenders, access secure detention for higher-risk offenders and enhance data collection efforts. We will continue to collaborate with federal, state, and local stakeholders to promote the use of best practices that help at-risk juveniles make more positive decisions while still keeping communities safe.

Helping those most vulnerable.

JENNIFER HEERMANN, TREASURER

We closed out fiscal year 2014 on strong financial footing. Our organization's total assets exceeded \$19 million.

Revenue for the year of \$12.9 million is comprised of nearly \$1.6 million in public support, with \$613,000 targeted specifically for the construction of a Chapel located on our human services campus in Sheridan, Wyoming. Contracts and grants totaled \$9.7 million indicating our strength in service delivery to those in need. And, finally, program service fees, at nearly \$1.5 million, are where clients pay for a portion of services, ensuring that we offer a hand-up, not a hand-out.

Sixty-three percent (63%) of the organization's expense is related to personnel costs, aligning nicely with national trends of healthy human service organizations. Our staff, of over 200, continues to be our greatest asset, providing uncompromised quality and commitment to their work. Eighty-eight cents (.88) of every dollar goes to direct client care, and it is our charge to ensure that programming has adequate funding. We closely monitor all expenses to ensure solid stewardship of the funds entrusted to us, a task overseen by a passionate and caring Board of Directors.

As an additional note, we manage housing properties in excess of \$2.3 million in revenue that channels through our National organization and is not reflected in our financial statements.

We recently expanded our chartered territory to include western South Dakota and, in the upcoming year, we look forward to opportunities for growth and expansion in this new area. Wyoming continues to represent the most comprehensive services within our portfolio. Montana will continue to see significant growth with Veteran services throughout the state. Nurturing and building partnerships in each of our communities positions us as a provider of choice with many of our funders.

Our financial statements are audited annually by EKS&H, and a copy of that report is available upon request. Please accept our gratitude for your continued support.

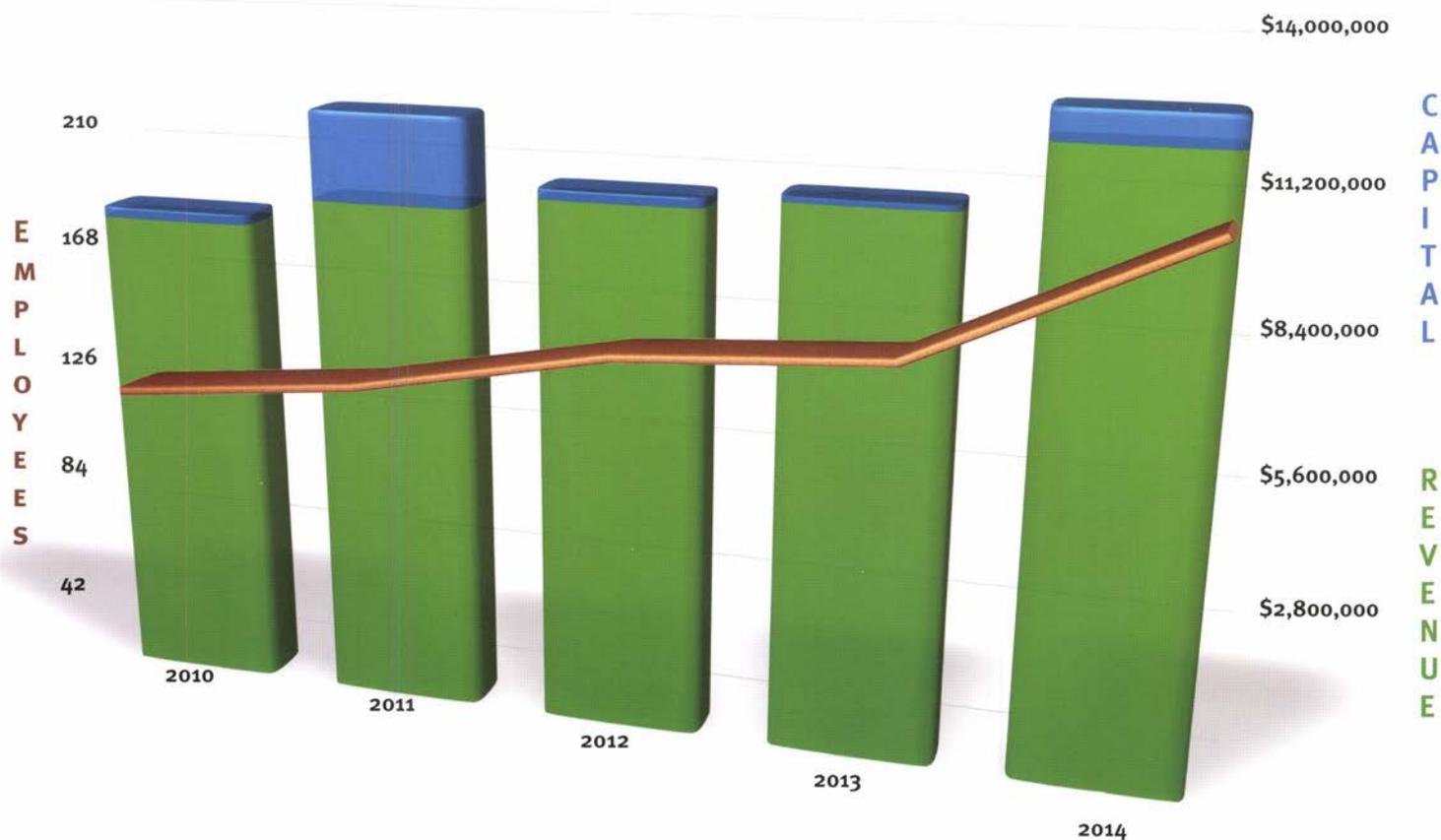


88¢

Of every dollar goes
to direct client care

202

Employees



FIVE YEAR REVENUE & EMPLOYEE GROWTH

The past five years have been years of substantial growth for us. As represented in the graph above a marked increase in revenue has been matched by continued growth in the number of professional staff we employ. In 2010, we had 129 employees (gold) and \$9,834,261 in revenue (green) and \$209,460 in capital contributions (blue). In 2014, we had 202 employees and \$12,278,604 in revenue and \$613,374 in capital growth. Clearly as revenue grows, our ability to help others grows as well.

FINANCIAL CONTRIBUTORS



Cumulative cash donations received between July 1, 2013 and June 30, 2014

Volunteers of America Northern Rockies has endeavored to account for and acknowledge every financial gift. We apologize in advance for any errors or omissions.

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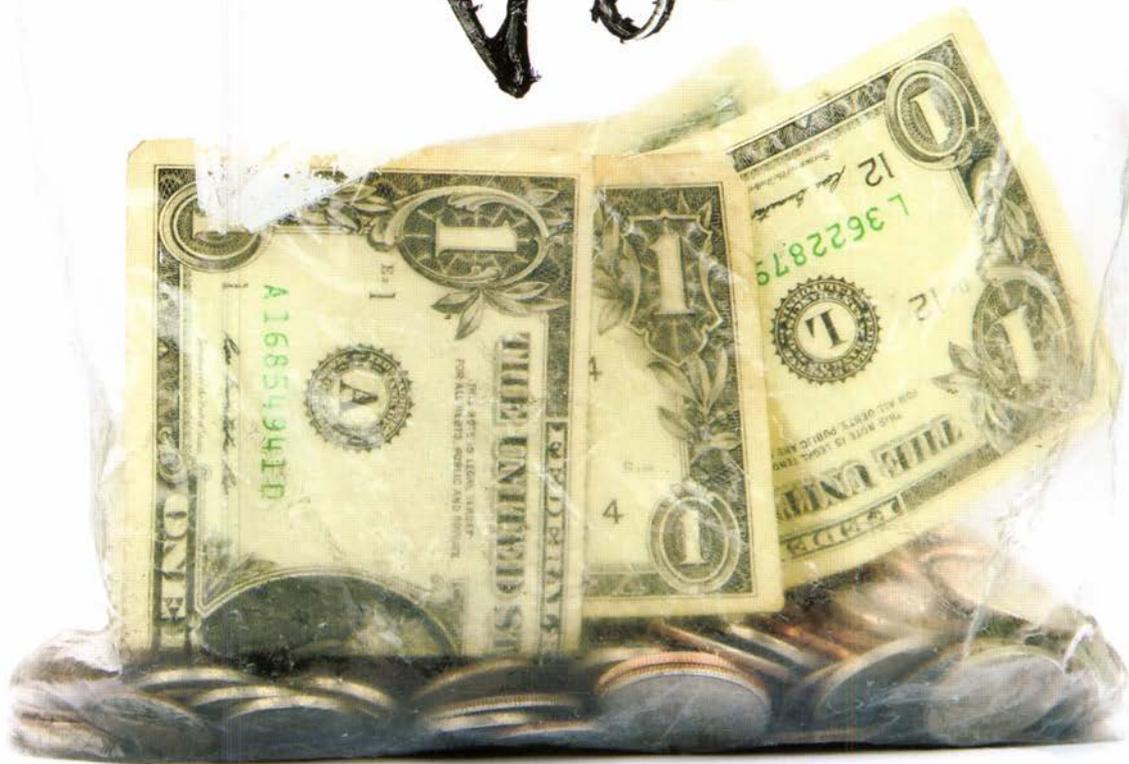
Big Horn Design

Direct Electric Inc

Frontier Asset Management Llc

This summer a young boy helped his grandfather with a garage sale. He decided to sell cups of water to “help raise some money for veterans.” Later, the young boy walked into Independence Hall with a plastic ziplock bag full of money. He asked the staff to be sure his money went to help veterans. Before anyone could get his name, he vanished. We don’t know his name, but we do know how to take care of funds entrusted to us. We use them to do the most good for those in need.

VOA



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