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.
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.
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. 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.

Thank you.
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.

"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
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,” the nickname he called his brother, Bran. “I liked the nicknames. He called me miss that,” 11-year-old Colton said. “He always made up words. I really missed him. He was my dad’s morning greeting. Colton misses “shock-azulu” in the morning, his dad’s morning greeting.

“Every morning was a good sign. ‘I’ll always think of my dad on Veteran’s Day. I know he’s a hero,” Colton said. “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.

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 folded 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.

“At Camp, Colton made new discoveries. 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.

“If you’re not a soldier, you don’t have to think of a soldier died. I didn’t want to go to Camp. Then he didn’t want to come home,” she laughed. It was a good sign.

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.

The handsome blue-eyed, easy-going 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, guilt 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 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 with and create a longstanding bond.

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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.”

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Center of Hope clients transitioned to residential substance abuse treatment

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

“T 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

Helping break the cycle of addiction.
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.

"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

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

Helping those with nowhere else to turn.
“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

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.
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.

“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

"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

Low Income Housing

233 Low income seniors have a place to call their own

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

Service with dignity and love.
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

Megan, former client

“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.”

60,268 Meals served
41 Clients earned a vocational certificate
500+ Pounds of fresh produce provided from our client garden
25,141 Meals catered
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.

Veteran Services

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<thead>
<tr>
<th>Days of shelter provided to Veterans</th>
<th>10,212</th>
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<tbody>
<tr>
<td>Veterans transitioned into permanent housing</td>
<td>35</td>
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<tr>
<td>Veterans and their families avoided homelessness</td>
<td>69</td>
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<tr>
<td>Veterans re-entered the workforce</td>
<td>55</td>
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</table>

Helping those who served us.

“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
Danielle finally found the right addiction. It took more than half her 20 years to reach it. Along 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

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.

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**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.
### CHAMPIONS

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### PACESETTER

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### BENEFACTORS

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### PROTECTORS

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<td>Advanced Communications Technology</td>
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<td>Atlas Chiropractic</td>
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<td>Bercchet, Julie &amp; David</td>
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<td>Broscop, Don &amp; Marilyn</td>
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<td>Chase, Galen &amp; Jill</td>
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<td>Chase, Jack &amp; Virginia</td>
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<td>Cornerstone Community Church Ministry Development</td>
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<td>D.A. Davidson Company</td>
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<td>David Kikumoto Family Fund</td>
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<td>De Fries, Robert &amp; Barbara</td>
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<td>Delrossi, Paul</td>
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<td>Direct Electric Inc</td>
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<td>Fremont Motor Sheridan, Inc.</td>
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<td>Frontier Asset Management Llc</td>
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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, be 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.
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