

A photograph of a woman with dark hair, wearing a black quilted vest over a grey patterned shirt, smiling warmly. She is holding a young girl with dark hair in a bun, wearing a grey shirt with pink sleeves and blue jeans. The girl is looking upwards with her mouth open as if shouting or singing, and her hands are raised in front of her. The background is a soft, out-of-focus green field.

ANNUAL REPORT

2025



Jeff Holsinger, Chief Executive Officer

“Whether serving a child in need of love and supervision, a Veteran in need of shelter and food, a senior needing the comfort and safety of home, or a person seeking out a life in recovery, I give thanks to God for the ways He has sustained and guided our work.”

— CEO, Jeff Holsinger

When I reflect on the work of VOA, it leaves me with an overwhelming feeling of duty, stewardship, and care. I am also filled with immense gratitude for our dedicated staff, board, volunteers, and donors—all of whom embrace a deep sense of compassion and commitment to help the most vulnerable among us. Whether serving a child in need of love and supervision, a Veteran in need of shelter and food, a senior needing the comfort and safety of home, or a person seeking out a life in recovery, I give thanks to God for the ways He has sustained and guided our work. His provision and the goodness of many hands have made these moments of hope and compassion possible.

Servant Leadership is our standard of service. It is not just a phrase for us. It is the way we meet people at their hardest moments with respect, compassion, and relentless care to help them rebuild. We stand with them by giving the best of ourselves—regardless of economics, social positioning, or past decisions. The litmus for me has always been whether I would serve any of my family members in one of our programs and know they would be treated with the utmost care and love. By that metric, I am proud of what we’ve built together.

Our service delivery, as overseen by our strong Board of Directors, is thoughtful and intentional. This year we moved forward boldly through



MISSION

We serve to harness hope and re-shape futures through a faith-based ministry.

VISION

Everyone living in the fullness of a healthy body, mind, and spirit.

VALUES

Servant Leadership demonstrated through Compassion, Respect, Excellence, Communication, and Integrity.

10,397

CLIENTS CARED FOR WITH LOVE AND RESPECT

281,025

DAYS OF COMPASSIONATE SERVICE FOR OUR NEIGHBORS IN NEED

our organizational strategic plan on three fronts—Invest in Technology; Enhance the Brand; and Optimize Service Delivery—with substantial, measurable outcomes. We launched a new patient portal which makes care easier to manage, undertook

a major consolidation to unify case management platforms within our existing electronic health records system, and adopted operational AI to reduce administrative burden on our clinical teams. We introduced a Power BI for real-time business intelligence

giving us the ability to make decisions driven by clear data.

Our community impact grew alongside our operational strength. With the addition of two major capital projects in Sheridan and Cheyenne, we expanded addiction treatment for adults and housing for homeless youth.

We raised more than \$2.1 million in operational support—another record year—while communications generated over \$2.6 million in earned media and leveraged a \$240,000 Google Ads grant to reach 465,528.

None of this could have happened without sacrifice or relentless effort. Across 50 locations throughout Montana, Wyoming, and South Dakota, our teams lived our values—working long hours and adapting to new systems all while delivering excellent care. I am humbled by the devotion and professionalism I see every day from our staff and volunteers.

At the same time, we are confronting real challenges; a tight labor market, rising health insurance costs, and a shifting landscapes shaped by political and technological change. These realities make our strategic work essential—every efficiency we find, every system we improve, is a reinvestment in our mission: to harness hope and reshape futures

through our faith-based ministry.

To our donors: Thank You! Your generosity and partnership delivered critically needed funds this year, turning strategy into immediate, lifesaving assistance for real people. You fueled vital services allowing us to provide an outstretched hand for our neighbors when they are at their most desperate hour. On behalf of the families, Veterans, seniors, and children who make up the more than 10,000 people served this year, **Thank You.**

One thing I have learned working over forty years in nonprofit human services is that life happens in seasons. Seasons of greater need, seasons of abundance, seasons of growth, seasons of challenges, and seasons of rest. This is true for those we serve, and for us as stewards and servants. After much reflection and prayer, I have found myself ready to embrace a new season. It is with profound gratitude after 25 years of service to VOA, I have planned my retirement effective January 1, 2027.

Leading VOA Northern Rockies has been a great privilege of my life. Together, we have built programs, strengthened partnerships, and touched and transformed more than 200,000 lives across our region. Through this transition, I have been blessed to pursue a seamless relationship of work and faith alongside

my wife Beth who volunteers upwards of 20 hours a week within the ministry. I have told the board that she and I are a two for one package.

VOA Northern Rockies is well positioned for the next chapter. This is a deliberate and careful transition—not a goodbye. I will remain actively engaged through the leadership handoff to ensure continuity and to support the incoming CEO. The board has engaged in a thoughtful national search process along with our national office.

I trust God’s good plan for VOA and ask for your prayers as the organization endeavors to find the next steward of our ministry. I will continue to serve our mission as a retired minister alongside Beth, and as a member of the VOA Northern Rockies Foundation Board of Directors. I walk into this new season ready for what the Lord has planned next in my life, and so much gratitude for the journey we’ve shared.

With humility and appreciation,

Jeff Holsinger
Chief Executive Officer
VOA Northern Rockies

Thank You, Jeff



VOA Northern Rockies CEO Jeff Holsinger with his wife Beth at the Bandana Barn Dance (2014).

AFTER 25 YEARS OF LEADERSHIP, JEFF PREPARES FOR RETIREMENT — LEAVING A STRONGER ORGANIZATION, HUNDREDS OF THOUSANDS OF LIVES TOUCHED, AND A LEGACY OF EXCELLENCE.



VOA Northern Rockies CEO Jeff Holsinger during the organization's annual Staff Conference, sharing the reason he serves (2024).

Since joining VOA Northern Rockies as CEO in 2001, Jeff has led with steady faith, fierce commitment, and a joy for serving others. Over 25 years he's steered bold growth, welcomed partnerships, opened doors for new programs, and inspired teams to do the hard work with compassion and grit. Today we celebrate everything Jeff has made possible — and everything still to come.

From a \$1M, 17-person operation in 2001 to a multi-state ministry serving tens of thousands each year, Jeff's leadership turned vision into momentum. Under his watch, programs expanded, clinics opened, Veterans and families found care, and communities experienced hope — again and again.

A Legacy of Growth

- 2001**
Jeff hired as CEO. VOA Northern Rockies begins the Jeff era at \$1M in services with 17 staff. Big dreams, humble beginnings!
- 2002**
Booth Hall is constructed as VOA Northern Rockies takes on its first adult community corrections contract.
- 2003**
Camp POSTCARD debuts. First merger completed with Wyoming Alternatives for Youth.
- 2005**
With the building of Magic City Terrace, VOA Northern Rockies begins offering affordable housing for 85 seniors.
- 2014**
Reaches \$10M in annual services. Center of Hope, merger with Fremont County Crisis Alcohol Center opens in Riverton; Veteran services expand statewide in Montana. Rapid city services begin. Built first VOA freestanding chapel.
- 2015**
Veterans services now serve all of Wyoming and Montana. Organization scales to about \$20M annually and serves 10,000 people each year.
- 2020-21**
Merger with Peak Wellness adds nine outpatient clinics across Wyoming and strengthens behavioral & community health services. Through the pandemic, VOA ramps up to \$40M in services and supports 15,000 people in a moment of great need.
- 2022**
Merger with Northern Wyoming Health Center brings five new mental-health clinics in northeast Wyoming; annual services grow to roughly \$60M; number of staff grows to 450; number of programs rises to 40; and operations expand to cover three states.
- 2023**
VOA Northern Rockies Foundation is launched with independent board of directors.
- 2024**
A bold \$17M capital campaign funds new Independent Living apartments (Sheridan), Harmony House expansion (Cheyenne), a new clinic (Newcastle), and Serenity Place North crisis stabilization facility (Sheridan).
- 2025**
\$3M capital award for homeless housing in Sheridan. Jeff announces his retirement; official retirement date set for Jan. 1, 2027. Time to celebrate a legacy!

"It has been an honor to serve this mission."
CEO, Jeff Holsinger





OUR MISSION

We serve to harness hope and re-shape futures through a faith-based ministry.

OUR VISION

Everyone living in the fullness of a healthy body, mind, and spirit.

OUR VALUES

Servant Leadership demonstrated through Compassion, Respect, Excellence, Communication, and Integrity.

VOA Northern Rockies carried hope into 10,397 lives across Montana, Wyoming, and Western South Dakota in 2025. We provided outpatient mental-health and substance-use services to 6,083 patients, and nearly 1,400 people participated in residential treatment. These numbers are not statistics alone; they are neighbors who found a place to heal with respect, dignity, and renewed possibility.

“These numbers aren’t just statistics. They represent lives transformed.”

— Board Chair, Robert Morcom

Our three strategic initiatives— Optimize Service Delivery, Invest in Technology, and Enhance the Brand— direct our decisions, investments, staff support, collaborative partnerships strengthen partnerships, and create more effective, well-coordinated care. It is our roadmap to delivering care with excellence.

What we accomplished this year is the foundation for measured growth: stronger systems, deeper relationships, and a sustainable path forward. We celebrate the work done and move ahead with confidence, care, and hope.

10,397

Lives touched and cared for with love and respect.

STRATEGIC PLAN

2023 - 2027

OPTIMIZE SERVICE DELIVERY

Refine Leadership Infrastructure
Maximize Resources
Diversify Revenue

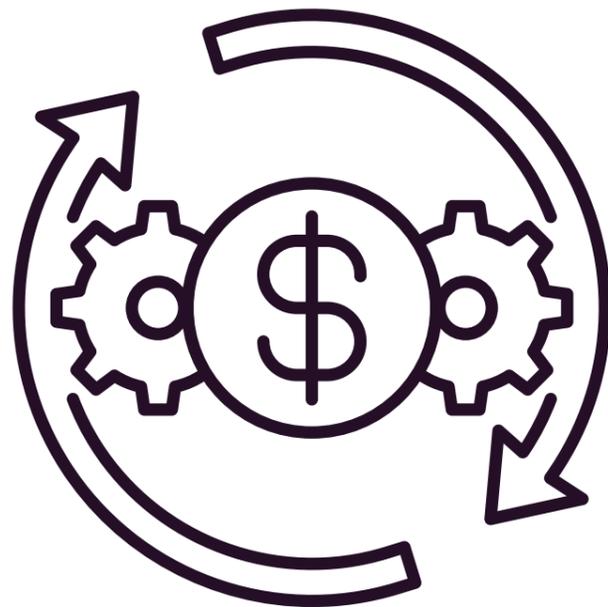
INVEST IN TECHNOLOGY

Effectively Support Staff
Enhance Service to Clients
Steward Stakeholder Relationships

ENHANCE THE BRAND

Strengthen Provider Reputation
Become an Employer of Choice
Communicate Mission Impact

Optimize Service Delivery



Optimizing Service Delivery is about ensuring every resource, every dollar, and every minute maximizes our ability to deliver services with excellence. This year we strengthened governance and compliance, and completed a successful CARF survey with a three-year accreditation. We completed capital projects that expanded access—Harmony House in Cheyenne, the Evans Center for Independent Living in Sheridan, the Newcastle Outpatient Clinic, and Serenity Place North on our Sheridan campus. Our ministry and volunteer network also continued to grow, delivering thousands of hours of spiritual care and support that reinforce whole-person recovery.

WHY IT MATTERS:

- ▶ Strong processes and compliance protect program quality and trust.
- ▶ Thoughtful growth expands access while preserving mission alignment.
- ▶ Operational efficiencies sustain us amid rising costs and a tight labor market.

281,025 Days of compassionate service
for our neighbors in need.



VOA Northern Rockies new Harmony House facility in Cheyenne, WY. This is just one of the Capital Projects completed in 2025.

“Optimizing Service Delivery... is about ensuring that every resource, every dollar, every minute we spend is maximizing our ability to deliver services with excellence.”

— Chief Program Officer, Dr. Aimee Foster

A Journey Toward Hope

JOE'S STORY

When Joe walked into VOA Northern Rockies after his release from incarceration, he arrived fragile but determined—ready for something different than the cycles that had defined his life. Today he is more than 800 days into recovery, living in his own apartment, working full time, and rebuilding family relationships that once felt impossible. His progress is the story of an individual's resilience, and a system of care designed to turn crisis into lasting stability.

Joe's substance use began in childhood and escalated through his teens, bringing violence, homelessness, and repeated encounters with the criminal justice system. For years he carried a private wish for sobriety but had little access to the tools or support needed to change. The first real turning point came during a period of incarceration when, for the first time in years, he was sober and began reading—drawn to recovery literature and the Bible—and doing step work that helped him examine his patterns and choices.

The day he left custody, a family member made his return conditional on entering treatment. A friend drove him straight to VOA Northern Rockies in Sheridan. What followed was not instant transformation but consistent, grounded care: structured programming, daily classes, one-on-one coaching, and a team committed to walking alongside him. Staff helped him translate insight into habit. They taught communication skills, ways to interrupt destructive thought patterns, and practical strategies for recognizing early warning signs of relapse. Small lessons—

how to rest, how to ask for help, how to name hunger, anger, loneliness, or tired—became the scaffolding of a new life.

Joe's progress was supported by an integrated system of services that moves people efficiently through recovery into stability. Coordinated case management connected him to counseling, medical care, housing navigation, and peer support. Rapid placement into temporary lodging removed immediate barriers so he could focus on treatment; follow-through from housing partners led to a permanent apartment. The cumulative effect of these aligned services—a hallmark of VOA Northern Rockies' Optimize Service Delivery initiative—turned fragmented need into a clear path forward.

Since graduating the program, Joe has maintained recovery through regular meetings and a sponsor. He's taken up new interests, expanded his skillset, and found pride in everyday accomplishments: a steady job, a vehicle he maintains, and even a pet tortoise named Shelly Shell. Perhaps most meaningful, he has begun to mend relationships—slowly reconnecting with his mother after years of silence—an emotional restoration he attributes to the stability and tools sobriety brought him.

Joe's experience demonstrates restoration through faith and recovery. VOA's good work is supported by the Wyoming Department of Health. Together we have transformed hundreds of lives. Our teams have the tools to act quickly and follow through—so individuals like Joe can move from crisis to recovery to belonging.



“VOA gave me the resources and strength to rebuild my life—one day at a time.”

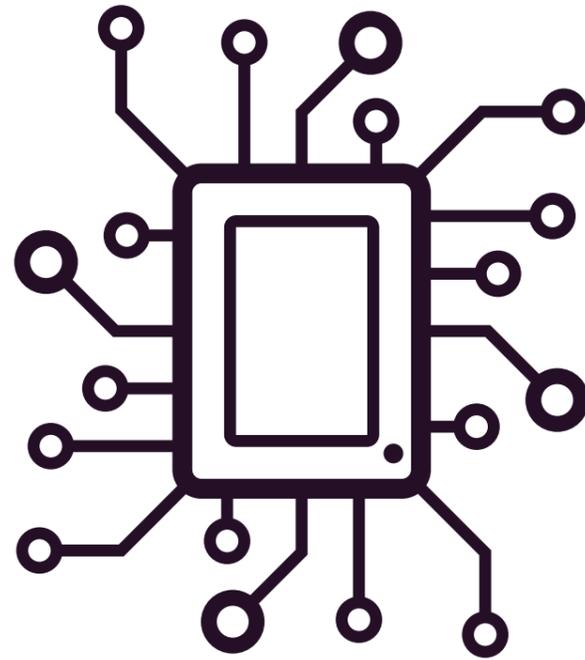
— Joe

78%

Patients successfully completed residential treatment last year.

(National completion average 49%)

Invest in Technology



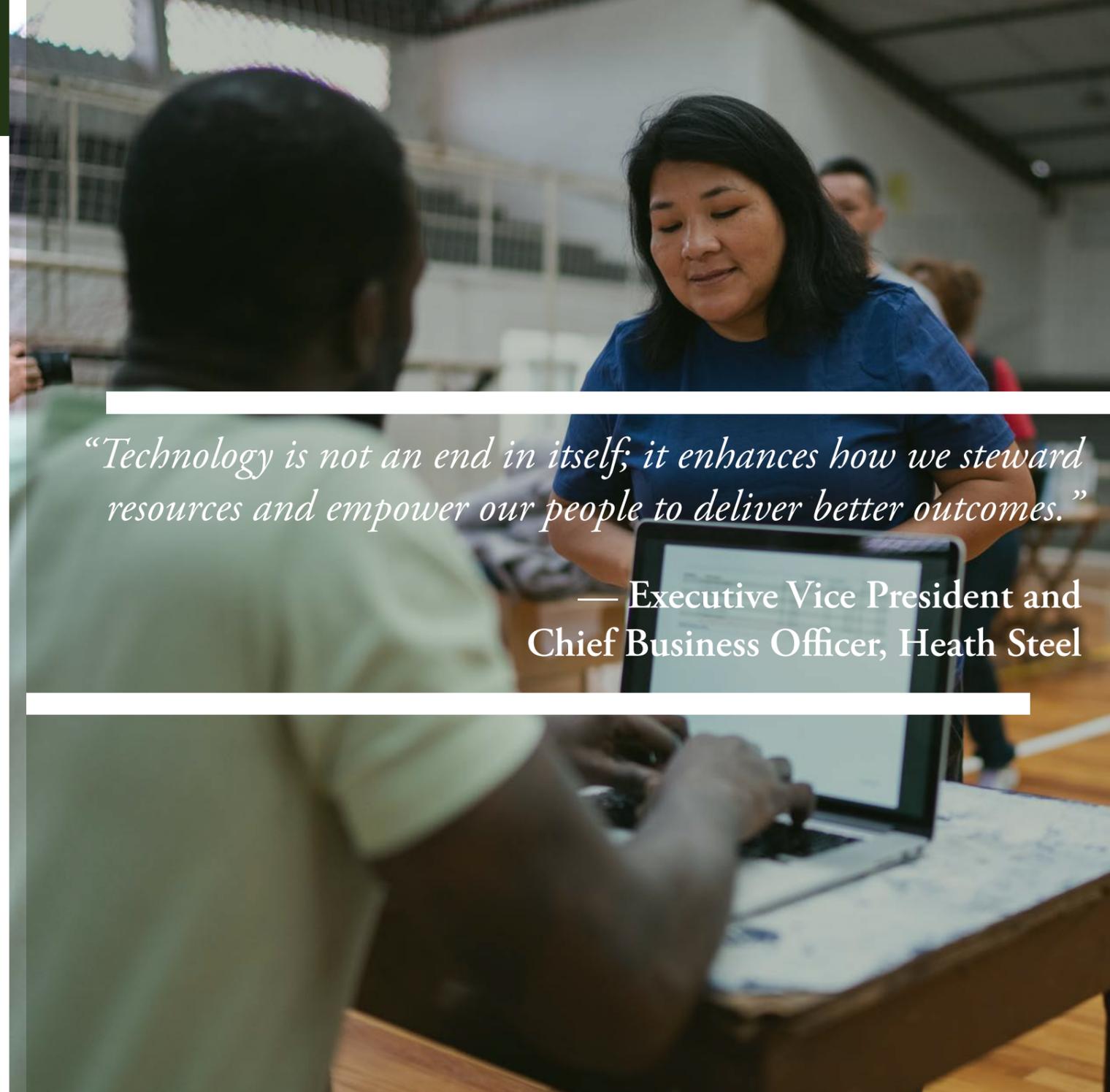
Technology is an investment in people. Over the last year we implemented tools and systems that reduce administrative burden, improve client access, and give leaders the data they need to steward resources responsibly. Highlights include Bells AI to enhance productivity, the launch of a new patient portal that makes it easier for clients to manage their care, deployment of Net Promoter Score for real-time feedback, expanded business intelligence for performance monitoring, and the start of a major case-management consolidation with NetSmart. These changes make care more timely, more coordinated, and more client-centered—so clinicians and support staff can spend their time where it matters most.

WHY IT MATTERS:

- ▶ Less paperwork, more direct client care.
- ▶ Faster feedback and better data-driven decisions.
- ▶ Stronger reporting and accountability for funders and stakeholders.

94

People in serious crisis were diverted from self-harm.



“Technology is not an end in itself; it enhances how we steward resources and empower our people to deliver better outcomes.”

— Executive Vice President and Chief Business Officer, Heath Steel

PROGRESS:

- ▶ New patient portal: improved access and self-management.
- ▶ Real-time patient feedback via Net Promoter Score.
- ▶ Consolidation with NetSmart to connect care across sites.
- ▶ Enhanced services through the Bells AI ambient scribing system.

Enhance the Brand



Our brand is the sum of every experience that someone has with VOA Northern Rockies. This year we invested in leadership and communications capacity, elevated earned media, strengthened fundraising, and placed a focus on promoting a strong culture within the organization.

Focusing on our efforts to promote the brand, our communications team earned more than \$2.6 million in media coverage and leveraged \$240,000 in Google Ads grants. Our fundraising team raised over \$2.1 million—marking a second consecutive year of record operational contributions. Internally, culture tours, manager EverBoarding, and planning for the 2026 Foundational Leadership Cohort are connecting colleagues across our 50 locations and cultivating the next generation of leaders.

WHY IT MATTERS:

- ▶ A trusted brand grows referrals, partnerships, and donor confidence.
- ▶ Intentional culture and professional development make VOA an employer of choice.
- ▶ Clear, consistent communication helps staff and community understand the value we deliver.

348

Vulnerable , very-low income seniors
found affordable housing last year.

(Many who earn less than \$10,000 annually in Social Security)



PROGRESS:

- ▶ \$2.1M+ raised—record levels of operational donor support.
- ▶ Ongoing culture tours keep us connected and manager everboarding to support ongoing development strengthen connections across 50 locations.
- ▶ More than \$2.6 million in media coverage and leveraged \$240,000 in Google Ads grants.



Veteran Services

Funded through generous support from the
U.S. Department of Veterans Affairs

“We’re Not Just a Team, We’re a Community”

GREAT FALLS DEMONSTRATES THE POWER OF CULTURE

When you step into the Veteran Services office in Great Falls, MT, the first thing you notice is the way people look out for one another. That culture of care is the engine behind every rapid response, every successful housing placement, and every moment of restored hope. Program Manager Lisa Beavers says it plainly: “They don’t just say we’re supported — they actually support us. The values here are lived out. That matters.”

That culture matters because it changes outcomes. When staff trust one another, they move faster and smarter for the Veterans who depend on them. Lisa describes how teammates instinctively fill gaps: a colleague coordinates benefits, another secures emergency lodging, and someone with lived experience like Darius Hammons — whose military background brings immediate credibility and context — helps break down barriers that would otherwise slow progress. The result is not just service delivered; it is service delivered with urgency, understanding, and dignity.

One case captures that ethos. A Veteran arrived after learning his home had a longstanding sewage leak — a dire, toxic situation that had gone untreated for years. Within five hours the team had him moved out of and into a safe hotel; within weeks they had secured him permanent housing. That transformation — from crisis to stability — was fueled not by a single hero but by coordinated, compassionate teamwork. “These are the golden eggs,” Lisa calls them: people ready for help, and a team ready to walk beside them fully.

“They helped me find an apartment, they helped me find a job. They are 100 percent motivated, go getters and they helped me believe in myself,” said William, a Veteran who reached out for a hand up and found it. “VOA believes in me. That’s the first time in my life that I truly have someone who believes in me and what I can do.”

The staff’s investment in one another ripples outward into stronger community ties. Monthly gatherings like “Donuts with Veterans” create casual, trust-building moments where HUD-VASH staff, peer support specialists, Vet Center representatives, and volunteers connect directly with neighbors. Those relationships are the foundation for reliable referrals, smoother transitions, and more holistic care. Even small acts — like a stranger covering the cost of dozens of Thanksgiving dinners for Veterans — remind the team that the community is watching, and that VOA’s work inspires others to show up.



A strong internal culture becomes a visible promise to partners, donors, and the public: VOA Northern Rockies is a place where people are respected, supported, and effectively served. As we invest in communication, leadership development, and staff connection across locations, the Great Falls team is a living example of how brand and culture reinforce one another — attracting partners, deepening trust, and improving outcomes for those we serve.

*“A culture of trust lets us move quickly and
compassionately for the people who need us most.”*

— Program Manager, Lisa Beavers

Lisa’s message is simple and true: when you build a workplace that values people, the work itself becomes more powerful. In Great Falls, that power is evident every day — in quick housing placements, in warm fellowship over donuts, and in the quiet relief of a Veteran who knows someone truly has their back.

2,982

Veterans and their families
served with dignity and care
last year.



A Perpetual Investment in Hope

Two years after its founding, the VOA Northern Rockies Foundation is already making a meaningful difference—and laying the groundwork for an even stronger future. This year the Foundation awarded more than \$40,000 in grants to sustain critical programs across our region, providing a vital source of flexible funding that complements annual gifts and program revenue. Those grants have helped preserve services, pilot new approaches, and provide timely support where needs are greatest.



“The Foundation turns generosity into perpetual investment—sustaining vital services today and seeding hope for generations to come.”

— **Foundation Executive Director, Karl Cline**

The Foundation exists to ensure VOA Northern Rockies can serve with stability and confidence—today and for generations to come. Planned and permanent giving builds a lasting financial platform that underwrites program continuity, fuels innovation, and protects services from short-term shocks. By investing in endowments, donors create a reliable income stream that makes long-term planning possible and expands the organization’s ability to respond to evolving community needs.

“We invest our time and resources in this life-changing organization because its work builds a legacy of hope we’re proud to sustain—a legacy gift ensures that hope endures for generations.”

— **VOA Northern Rockies Foundation Board Chair, Del Acker**

HOW FOUNDATION GIFTS CREATE IMPACT:

- ▶ Sustain critical programs that aren’t fully covered by operational funds.
- ▶ Support capital projects and facility maintenance that expand access.
- ▶ Seed innovation and pilot programs to improve outcomes.
- ▶ Provide emergency and gap funding so clients don’t lose needed services.

\$40,000

Awarded to sustain critical, life-saving programs.

VOA NORTHERN ROCKIES FOUNDATION BOARD OF DIRECTORS



BOARD CHAIR
Del Acker



VICE CHAIR
Barb Skelton



SECRETARY & TREASURER
Bob Leibrich



Galen Chase



Anita Chamber



CEO OF VOA
Jeff Holsinger

Join a growing circle of friends who are ensuring VOA Northern Rockies’ work endures forever. For more information about planned giving, legacy options, or establishing a named fund, contact Karl Cline at VOA Northern Rockies or visit www.voanrfoundation.org.



Robert Morcom

VOA NORTHERN ROCKIES BOARD CHAIR



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Jeff Holsinger, CEO

100% OF BOARD MEMBERS MEANINGFULLY SUPPORT VOA NORTHERN ROCKIES FINANCIALLY

On behalf of the Board of Directors, I want to commend our staff and express our appreciation for all they have accomplished this year. The mission impact was measured by upwards of 3,000 homeless veterans housed, fed and employed; 78% of individuals completing residential treatment against a 49% national completion rate; more than 230 youth safely served and housed; nearly 4,000 of our neighbors sought support through our outpatient mental health services.

Those are not just talking points—they are lives steadied, families supported, and communities strengthened. Each year, I am amazed at how much transformation occurs in the lives of the over 10,000 people we serve. VOA Northern Rockies’ staff across our region are among the most dedicated and compassionate people you could hope to meet.

The Board has done a strong job of providing governance, strategic oversight, and capital investment. It is ensuring that our organization prioritizes financial stability alongside long-term planning. It worked collaboratively with executive leadership to provide resources, policies, and support to the human services they oversee.

That commitment was evident with the creation of the VOA Northern Rockies Foundation a few years ago, which serves as a perpetual

investment in our future. In just a short time, the Foundation has outperformed our expectations and is now able to provide critical grant support to sustain programs that change lives. Last year, it provided more than \$40,000 in grants to support our programs. We are eager to see the Foundation continue growing through legacy gifts, offering donors ways to indefinitely sustain their giving. Thank you to our donors who have trusted us to steward in partnership with their gifts. We are honored and grateful for your support.

The Board is deeply grateful to our staff and volunteers. We see the compassion, courage, and professionalism they bring to the job. Their efforts are the heart of this organization—what donors trust, what partners align with, and what neighbors rely upon in their moment of need. It is an honor for the Board to support and stand behind all their good work.

As you’ve read by now, Jeff Holsinger has served as VOA Chief Executive Officer for 25 years and will be retiring January 1, 2027. Jeff’s steady vision, tireless advocacy, and steadfast faith have shaped the organization at every level—building strong programs aligned with fiscal stability, while cultivating an organizational culture of Servant Leadership. Under his leadership, VOA Northern Rockies has grown in reach and impact, touching and transforming

hundreds of thousands of lives across our region. We are grateful for his mentorship of leaders across the organization and for the legacy of deep program impact focusing on real transformation within the human condition.

The Board of Directors respects Jeff’s decision to retire and has begun a thoughtful, transparent process to identify the next CEO. A Board search committee has been formed, and we are working closely with VOA Inc. to ensure a seamless handoff. Jeff will remain engaged during the transition of the new CEO. He will continue to serve our mission as a member of the VOA Northern Rockies Foundation Board of Directors and in his role as a retired minister.

Together, with careful stewardship and shared purpose, we will continue to advance the mission of VOA. We will appreciate your support, encouragement and prayers this next year as we embark into what God has in store for VOA Northern Rockies.

With gratitude,

Robert Morcom
VOA Northern Rockies Board Chair

“Each year, I am amazed at how much transformation occurs in the lives of the over 10,000 people we serve. The VOA Northern Rockies team spread across our region are among the most dedicated and compassionate people you could hope to meet.”

— Board Chair, Robert Morcom

Faith in Action

“Supporting spirituality is fundamental to the care that we provide at VOA Northern Rockies.”

— Chief Administrative Officer, Rebekah Law

RESTORING HOPE THROUGH MINISTRY

Ministry is a core expression of VOA Northern Rockies’ commitment to whole-person care. Guided by the principle that healing involves body, mind, and spirit, our faith-based ministry offers pastoral presence, spiritual guidance, and compassionate care that strengthen recovery and restore hope. This year our ministry work reached more people than ever, creating moments of meaning and lasting change in the lives of patients and staff alike.



SUPPORT AND REACH

Our ministry is carried out by a network of ministers, faith coaches, and volunteers who contribute hours of spiritual support. Their presence in group sessions, one-on-one coaching, worship, and pastoral care complements clinical treatment and reinforces the resilience of the people we serve by strengthening their faith.



95%

Christian Enhancement Program participants who successfully graduated residential treatment.

BY THE NUMBERS:

- ▶ 421 Christ-centered faith coaching sessions delivered.
- ▶ 123 baptisms and rededications celebrated.
- ▶ Over 1,500 individuals baptized in the last 10 years.



VOA

NORTHERN ROCKIES



VOA Northern Rockies

1876 S Sheridan Avenue, Sheridan, WY 82801
307.672.0475 | www.VOANR.org

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