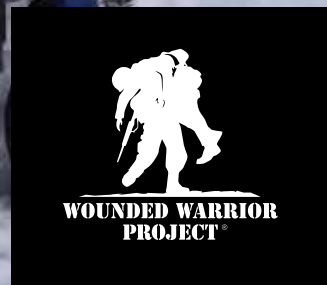


# 2014 | ANNUAL REPORT



WOUNDED WARRIOR  
PROJECT®



★ **MATT KEIL, WWP ALUMNUS, AND HIS WIFE, TRACY**

The life lived today by Matt and Tracy Keil is not the one they pictured when they were married in January 2007. Matt was shot in the neck by a sniper while serving in the Army in Iraq — leaving him a quadriplegic. They’ve persevered however, and Wounded Warrior Project has been there to help Matt transition back to civilian life and adjust to the daily physical and emotional challenges he now faces. Caregiver retreats help Tracy understand her new role in Matt’s life, and their whole family benefits from the Independence Program, an individualized plan focusing on goals that provide Matt a future with purpose at no cost to him or his family.

“Our relationship suffered over time, and we lost touch,” Matt says. “Having the Independence Program really gave us the opportunity to reconnect as a couple.”



**OUR MISSION**

To honor and empower Wounded Warriors.

**OUR PURPOSE**

To raise awareness and enlist the public’s aid for the needs of injured service members; to help injured servicemen and women aid and assist each other; and to provide unique, direct programs and services to meet their needs.

**OUR VISION**

To foster the most successful, well-adjusted generation of wounded service members in our nation’s history.

**OUR HISTORY**

Wounded Warrior Project® (WWP) began when several veterans and friends, moved by stories of the first wounded service members returning home from Afghanistan and Iraq, took action to help others in need. What started as a desire to provide comfort items to wounded servicemen and women at Walter Reed Army Medical Center has grown into a broad rehabilitative effort to assist warriors with visible and invisible wounds as they recover and transition back to civilian life. Nearly 100,000 wounded service members, family members, and caregivers receive support each year through WWP programs.

**PROGRAMS**

Our programs are specifically structured to engage warriors, foster their mental and physical well-being, and encourage their economic empowerment. Family members and caregivers are provided comfort, care, and education to help support the recovery of their injured service members. All 20 programs are provided free of charge for warriors, their families, and caregivers.



★ **CHAD BRUMPTON, WWP ALUMNUS**

On Mother's Day 2005, Marine Staff Sergeant Chad Brumpton wasn't having brunch with his family. He was more than 6,000 miles away, securing a bridge over the Euphrates River. During the mission, an improvised explosive device (IED) detonated, punching a hole through the tank directly underneath his feet. Doctors told Chad he would never walk again. Over the next two years, he endured 19 surgeries but finally lost the battle to save his legs. He became a bilateral, below-the-knee amputee, but that didn't mean he was anywhere close to giving up. In fact, Chad's mantra became, "I'll never quit. To the end, I'll fight." WWP was able to help Chad overcome the psychological and physical repercussions of his injuries, and he quickly proved his original doctors wrong; not only did he walk out of that hospital, now he enjoys running too.

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**★ LEANDER HINES, WWP ALUMNUS**

In August of 2004, after reenlisting in the Army, Leander was deployed to Iraq. On December 23, he was shot, but luckily escaped with only broken ribs. Then, on February 27, 2005, his luck ran out. Leander suffered severe brain damage and extensive leg injuries when an improvised explosive device blew up the Humvee he was in. At Walter Reed Army Medical Center, he was treated for severe traumatic brain injury (TBI) and underwent 12 knee surgeries. While at Walter Reed, Leander first discovered Wounded Warrior Project when he received a WWP backpack filled with essential care items designed to make a hospital stay more comfortable. Today, with the support of his children and his church, Leander is living life to the fullest.

**LETTER** | FROM THE CHIEF EXECUTIVE OFFICER AND BOARD OF DIRECTORS CHAIR

On behalf of Wounded Warrior Project® (WWP) and those we serve, we want to say thank you to the dedicated donors and supporters who make the work we do possible.

In 2014, WWP was able to impact tens of thousands of lives through our 20 programs and services, offered free of charge to the brave men and women who have fought for our freedoms. Our commitment to those we serve — to be there for a lifetime, whatever their needs — is only accomplished with your help. Together, we can ensure a thriving and successful future for this generation of injured service members.

Behind every number in this report is a warrior, a family member, or a caregiver. Each statistic tells a story of sacrifice and perseverance. And every name, in the final pages, represents the unparalleled passion of those who stand behind the WWP mission.

Through programs like Project Odyssey®, we've seen the lives of warriors and their loved ones change for the better. Alumna Angie Peacock found the three-day retreat healed wounds she had been working on for decades. She was able to bond with other female veterans whom she now considers family.

Alumnus Bill Jones credits the Warriors to Work® program for an employment opportunity that allowed him to face his post-traumatic stress disorder (PTSD) head on and embrace his transition into civilian life. His involvement with WWP helped pull him from an unstable situation to feeling empowered.

We have also seen firsthand how the Physical Health & Wellness program has helped warriors heal. Bill "Big Sarge" Hansen shared with us how physical exercise changed his life. Now as a WWP Peer Mentor, he trains other warriors for Physical Health & Wellness events, giving him a way to connect and share the encouragement and motivation that helped him find a successful road to recovery.

As you read through this report, you will learn more about all the ways your contributions are making a tangible, measureable difference for warriors just like Angie, Bill, and Big Sarge.

Moving forward, we will continue to look for ways to innovate and develop the resources to support our Alumni, their families, and caregivers for a lifetime.

We will expand the Independence Program and continue to fund the Long-Term Support Trust, both of which bring vital resources to our most severely injured veterans. We will increase our investment in mental health care and work to improve access to mental health services.

We will continue to focus on education, job placement, and life-sustaining benefits services. And by the end of next year, we will be serving over 77,000 Alumni, all because of your investment in our mission to honor and empower Wounded Warriors.

Your financial support not only creates invaluable opportunities for warriors and their families, but it also generates public awareness around their evolving needs. It will take the commitment of us all to effect the change necessary to ensure this is the most successful, well-adjusted generation of wounded service members in our nation's history. Together, we move closer to making this vision a reality.

Thank you,

Steven Nardizzi  
chief executive officer  
Wounded Warrior Project

Anthony Odierno  
2015 chair, board of directors  
Wounded Warrior Project

# » IMPACTING A GENERATION

WWP tracks the impact our services have on this generation of wounded service members.

We use program outcomes to refine our existing offerings, develop new initiatives, and better serve warriors, their families, and caregivers. The following statistics illustrate lives changed through WWP programs in 2014.

## PHYSICAL HEALTH & WELLNESS (PH&W)

**10,660** WARRIORS AND FAMILY MEMBERS SERVED

PH&W has something to offer warriors in every stage of recovery. By combining inclusive sports, fitness, nutrition, and wellness — through fun, educational activities — PH&W programs are designed to reduce stress, fight depression, and promote an overall healthy and active lifestyle.



The program helped **BILL "BIG SARGE" HANSEN** reclaim his life after serving in the National Guard. Fractured vertebrae and a traumatic brain injury (TBI) left him with a long and unsure path to recovery back home. Through WWP cycling programs and his work as a Peer Mentor, he continues to make a difference in his own life as well as the lives of other wounded service members.

★ **1,163** ★

**WARRIORS AND CAREGIVERS SERVED** through Soldier Ride® — a unique cycling experience built for injured service members. **Eighty-seven percent** of participants report seeking out cycling opportunities in their community within three months following their participation in Soldier Ride.

★ **213** ★

**OF THE MOST SEVERELY WOUNDED SERVICE MEMBERS** ENROLLED IN THE INDEPENDENCE PROGRAM. The Independence Program is a commitment to help warriors live life to the fullest, on their own terms, with a focus on achieving goals that provide a future with a purpose.

## PROJECT ODYSSEY®

**1,788** WARRIORS AND FAMILY MEMBERS SERVED

Project Odyssey helps warriors overcome combat stress through outdoor, rehabilitative retreats that encourage a connection with nature, peers, Project Odyssey staff, and trained counselors. Couples retreats help warriors and their partners learn to rebuild trust and relationships affected by the stresses of combat.



**ANGIE PEACOCK**, an Army Sergeant whose deployment experiences left her with severe post-traumatic stress disorder (PTSD), credits a three-day Project Odyssey retreat with helping her heal wounds she worried might never go away. There, she met other veterans who understood her symptoms, and could relate to them, in a way nobody else had been able to. Today, as a WWP Peer Mentor, she is helping other service members discover the healing powers of Project Odyssey.



★ **81%** ★

**OF WARRIORS** HAVE SOUGHT OUT MENTAL HEALTH SUPPORT AS A RESULT OF THEIR PARTICIPATION IN THE COMBAT STRESS RECOVERY PROGRAM (CSR)



★ **539** ★

**NEWLY TRAINED PEER MENTORS** PREPARED TO HELP FELLOW WARRIORS



★ **1,876** ★

**SERVED** THROUGH THE TRANSITION TRAINING ACADEMY (TTA) INFORMATION TECHNOLOGY TRAINING PROGRAM

## WARRIORS TO WORK®

**1,929** WARRIORS AND FAMILY MEMBERS PLACED IN EMPLOYMENT

Warriors to Work provides career guidance and support services to WWP Alumni who want to transition to the civilian workforce. By matching each service member's skills and experience to the needs of hiring managers, the program can help Alumni set attainable goals, create effective resumés, prepare for interviews, and network with local employers. Warriors to Work also assists family members and caregivers in their job search.



The Warriors to Work program helped WWP Alumnus **BILL JONES** find an employment opportunity that let him face his post-traumatic stress disorder (PTSD) head-on and embrace his transition into civilian life after the Army. The process of preparing for the workforce allowed Bill to feel empowered and in control of his life for the first time since returning home from battle.



★ ENGAGEMENT

**WWP Alumni Mark Lalli and Mike Delancey** share many common interests, but that's not why their friendship works so well. It's true both enjoy hunting and sports, and both use wheelchairs because of service-related injuries. But more than anything, Mark says, Mike just "gets it."

"We have shared experiences from the service; there's no need to explain acronyms or events," Mark says. "He understands what I've been through."

The two initially met in Tampa at the beginning of their recovery and have stayed connected ever since. Both lead busy lives now, but Wounded Warrior Project events offered through the Alumni program often bring them together. "Talking with other warriors is a confidence booster and an opportunity to share what's working for your recovery," Mike says.

He continues, "You see that you're not the only one going through this. You feel like you're in your comfort zone."

**ALUMNI**

The Alumni program offers warriors long-term support and camaraderie through sporting events, personal and professional development summits, and recreational activities.

**BENEFITS SERVICE**

Benefits Service assists warriors in filing claims as well as advocating on their behalf for missed compensation opportunities in prior claims.

**INTERNATIONAL SUPPORT**

Teammates overseas work directly with injured service members coming from the battlefield and bring warriors previously treated at Landstuhl Regional Medical Center back to the hospital to personally say “thank you.” The resiliency initiative is a powerful encouragement to medical staff, who get to see the transition from hospital bed to successful recovery.

**PEER SUPPORT**

Alumni trained as Peer Mentors serve as listeners, role models, and motivators for fellow Alumni.

**WWP PACKS**

WWP Packs are provided to injured service members in the hospital at the outset of their recovery. The backpacks are filled with essential care items such as clothing, toiletries, playing cards, and more — all designed to make a hospital stay more comfortable.

**WWP RESOURCE CENTER**

The WWP Resource Center is a one-stop shop for information that is equipped to help warriors, caregivers, and family members identify the tools and resources they need to meet a wide range of issues.



★ **JOEY HOOKER & DOZER REED, WWP ALUMNI**

Joey and Dozer have a lot in common. They both served their country in the National Guard and came home to battle injuries — Joey suffering from PTSD, and Dozer undergoing six surgeries to repair the spine he injured in Iraq. What they also have in common is their volunteer work as WWP Peer Mentors. Joey started first and was actually the mentor assigned to Dozer. Today, they’re both helping other service members return to civilian life. “Wounded Warrior Project gave me back a sense of brotherhood,” says Joey. “I really appreciate that.” For Dozer, the sentiment is the same. “I don’t do this just for me,” he says. “I know what it’s like to be by yourself. It takes an entire community to heal a warrior — family, friends, and all the people who are around on a daily basis. You’ve got to cling to that hope and move forward. If you share that contagious positivity with them, it’s much easier to move forward.” It’s something both he and Joey understand completely.



★ MIND

The Marine Corps was as much the source of **WWP Alumna Severa Rodriguez's** self-confidence as it was the cause of her vulnerability. When she retired in September 2006 due to injuries suffered in Iraq, she came home — and felt alone. This sudden loss of “inner strength” was paralleled by Severa’s intense feelings of survivor’s guilt for the Marine who she felt lost his life in her place.

Severa says her first instinct when she returned home was to retreat from the world and build an emotional wall around herself. Her second impulse was to lash out with angry outbursts, confronting her inner thoughts of hurting herself, trying to keep herself perpetually distracted from her real state of mind.

She was desperately searching for something to link her past experiences and her future hopes and dreams — and she found it.

“That’s when I came to grips with the fact that I’ve left the military, but the military has never left me. I’m still surrounded by my team at WWP, and I still have their backs, too. The Project Odyssey event I participated in was strictly for female warriors, and it was encouraging to meet so many strong-willed women dealing with similar issues. I liked knowing that Wounded Warrior Project attracts and helps female warriors. We all served our country. We did our job. We volunteered to leave our families and put ourselves in harm’s way. We’ve earned it.

“When warriors are involved with Wounded Warrior Project, we give each other hope. That’s why it’s so important to connect with other warriors and to share that same teamwork you had in the military. Individually, we’re strong. Together, we’re invincible.”



**COMBAT STRESS RECOVERY PROGRAM**

This program helps warriors and their families maintain healthy, meaningful relationships, while pursuing life goals free from the barriers or stigmas associated with mental health issues.

**PROJECT ODYSSEY®**

Project Odyssey uses the healing power of nature, along with support from mental health professionals, to let Alumni take a step back from everyday routines and gain a new perspective on life. More than a one-time event, Project Odyssey enables warriors to leave with tight-knit friendships and continued personal outreach from WWP teammates.

**RESTOREWARRIORS.ORG**

This website offers educational tools and resources — including a self-assessment and videos of warriors sharing solutions to everyday challenges — to injured service members and families living with the invisible wounds of war.

**CAREGIVER SUPPORT**

We've dedicated this program to the family members and caregivers who form such an integral part of a warrior's successful recovery. Some services we provide include retreats, educational events on self-care, and therapeutic support groups.

**INDEPENDENCE PROGRAM**

Severely injured service members are supported through the Independence Program using the combined efforts of the warrior, family member or caregiver, a treatment team, and community support professional. Together, they craft a personalized plan to help the warrior reach his or her goals.

**LONG-TERM SUPPORT TRUST**

The Trust was developed to ensure services including life-skills training, home care, transportation, and financial assistance remain available to the severely wounded who, upon the loss of their caregiver, are at risk for institutionalization.



★ **KELLY EAKINS, CAREGIVER FOR STEVEN EAKINS, WWP ALUMNUS**

Kelly never served in the military. But her son, WWP Alumnus Steven, did. On October 20, 2009, as he prepared for Air Force deployment, he was involved in a catastrophic accident that compromised 90 percent of his brain. Now, six years later, what Kelly looks forward to most are the warm, honest, heartfelt moments when Steven expresses an emotion. She lives for moments like when she sees the, "Look what I just did, Mom" glow on his face after he pulls himself up during physical therapy.

Kelly, her husband Mark, and Steven Eakins were introduced to Wounded Warrior Project when Steven received a WWP backpack in the hospital. Today, the impact WWP has on their lives goes far beyond that backpack. "They are a support system, an avenue leading us in the right direction for finding vital caregiving programs, and a tireless advocate whose desire is to give us peace of mind." Kelly says much of that peace comes through her family's involvement with WWP independence services, which provide ongoing and future long-term care for warriors with moderate-to-severe brain injuries, spinal cord injuries, or other neurological conditions. Kelly says, "The program takes the worry out of something no mother wants to worry about — what will happen to my son when Mark and I are gone. Thanks to Wounded Warrior Project, we know Steven will be cared for with a program that fits his exact needs."



★ BODY

**WWP Alumnus Brad Bolden** still considers pulling on his socks each morning a victory.

For years, Brad lived with limited mobility and chronic pain due to an injury he sustained in Army basic training. The injury was aggravated over the course of his military career until he was medically retired as an incomplete quadriplegic. Any form of exercise or sport was nearly impossible, and Brad was both embarrassed and depressed by his limited abilities.

Then a Wounded Warrior Project Physical Health & Wellness teammate introduced Brad to Tai Chi. The ancient martial art uses a series of slow, deliberate movements to engage and exercise the body. A skeptical Brad attended one class, then another, and another until he grew so skilled at Tai Chi he began leading the classes.

Today, Brad has regained his confidence, and he is living much more comfortably thanks to his Tai Chi introduction from WWP.

**PHYSICAL HEALTH & WELLNESS**

Physical Health & Wellness encourages warriors and families to lead positive, active lifestyles by introducing them to recreation opportunities, adaptive sports programs, and overall strategies for wellness. The program focuses on four areas: inclusive/adaptive sports and recreation, nutrition, wellness, and fitness. Our end goal is to create a generation of injured service members well-adjusted in body and pursuing independent living.

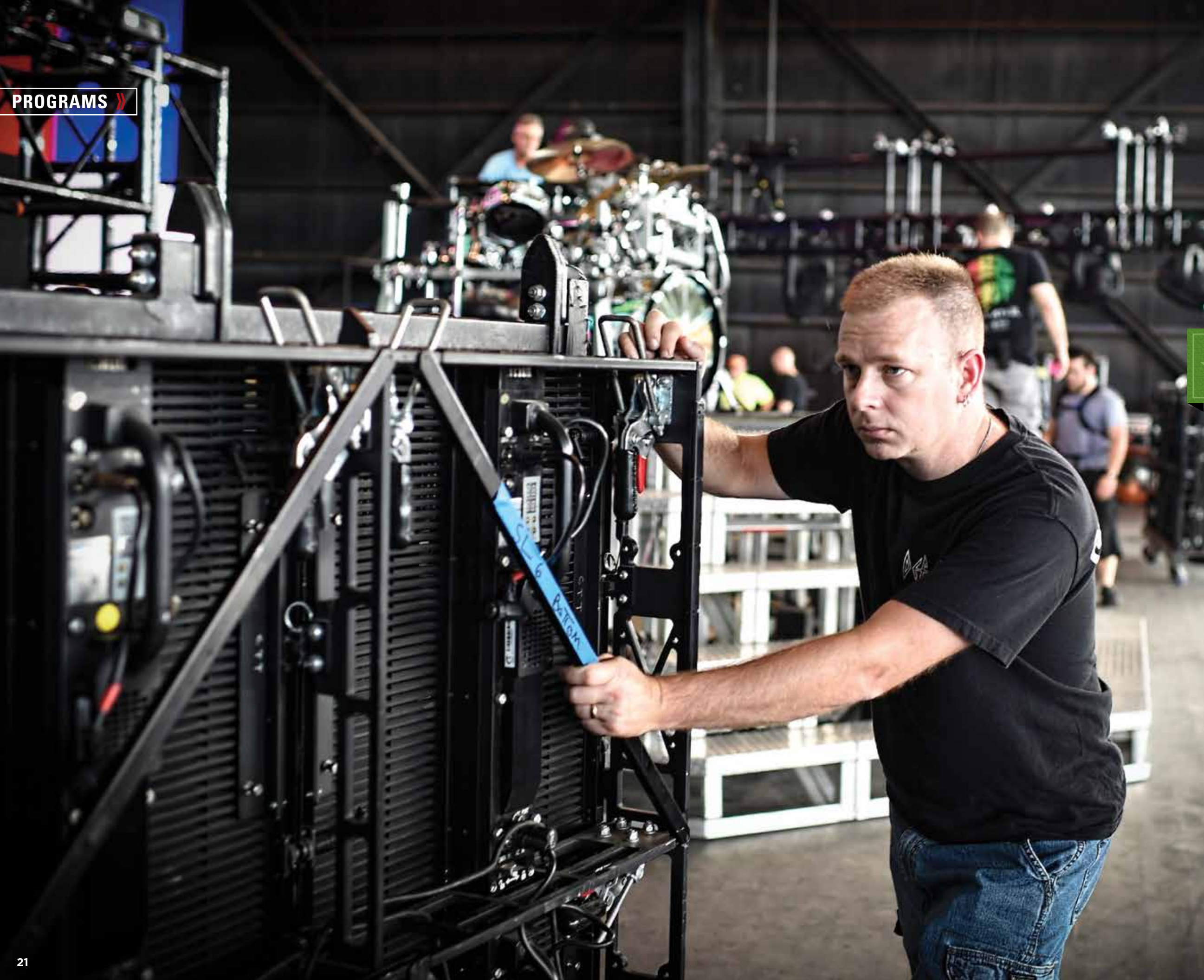
**SOLDIER RIDE®**

Soldier Ride is a unique, four-day opportunity for warriors to use cycling and the bonds of service to overcome physical, mental, or emotional wounds. Warriors of all ability levels can cycle on adaptive hand cycles, trikes, and bicycles and experience a confidence boost as they tackle the challenge along roads lined with cheering crowds. The event is also a chance to develop peer support among other veterans and friendships that last long after the ride.

★ LUKE WILSON, WWP ALUMNUS

At age 24, Luke Wilson was a rough-and-tough Army Ranger, accustomed to jumping out of planes and playing baseball on the weekend. Then, in one catastrophic second on deployment in Iraq, his left leg was sacrificed to an improvised explosive device. While recovering in Walter Reed Army Medical Center, Luke had nothing of his own but a hospital gown until he received a WWP backpack containing clothes and comfort items. This connection with WWP would be the first of many to help both his physical and emotional recovery. After several surgeries and rehabilitation, Luke relearned how to walk with a prosthesis, but he was convinced he would have to give up everything that brought him joy before injury. Through WWP programs and events, Luke was able to engage with other injured service members, and they showed him he could accomplish anything he put his mind to. He returned home, married, and is now busy juggling school, work, and raising his children. WWP programs and events helped Luke realize he never has to give up on the athletic, active lifestyle he's always enjoyed.





★ **ECONOMIC EMPOWERMENT**

“Wounded Warrior Project impacted my life exponentially,” says **WWP Alumnus Bill Jones**. “I went from being very unstable to being able to overcome the triggers of post-traumatic stress disorder (PTSD) and feeling empowered for a better life.” Bill served in Iraq and Afghanistan, and — like many of his fellow service members — he never had time to process the realities of war. “You go from one mission to the next, where the next traumatic event happens, and then to the next event, on and on,” says Bill. “You can’t deal with it, so you don’t. You bury it. When you eventually come home, it all surfaces.” Bill says Project Odyssey® helped him transform from hopeless to hopeful. The team-building approach of this outdoor rehabilitative retreat gave him the confidence he needed to heal and motivated him to get involved with the Warriors to Work® program, which ultimately led to his gainful employment. Working with WWP teammates to prepare for the workforce allowed Bill to feel empowered and in control of his life for the first time since returning home from battle. Today, as a WWP Peer Mentor, Bill is dedicated to helping other warriors who are living with PTSD. He serves as a Peer Mentor and manages a personal Facebook page called, “The Prisoner Within — A Look into PTSD.”

**WARRIORS TO WORK®**

Career guidance and support are offered to wounded service members, family members, and caregivers under this program. Specialists help participants set attainable goals, market their skills, prepare for interviews, and connect with local employers. For Alumni who already have a career, WWP teammates can provide guidance to help them advance. They also educate employers on working with warriors. Over the course of a year, Warriors to Work focuses on how to recruit and retain veterans and provides reasonable accommodations.

**TRANSITION TRAINING ACADEMY (TTA)**

TTA introduces warriors, family members, and caregivers to information technology through free classes across the country. TTA instructors engage each student, both onsite and online, with a “learn-by-doing” technique that increases the potential for success. Graduates of the program have earned industry-recognized credentials, obtained full-time civilian employment, started businesses, or returned to service in IT-related military career fields.

**EDUCATION SERVICES**

Education Services guides warriors through their options with secondary education, provides customized plans for success, and educates warriors about campus resources available to them.

**TRACK™**

TRACK is the first whole-life approach to education for wounded service members and, over the course of a year, focuses on academic, personal, and vocational/employment-related needs. As part of a “cohort,” each warrior earns up to 24 credit hours at a local college while also experiencing health and wellness training, personal finance workshops, and career development opportunities such as resumé writing and interview skills.

★ **STEVE MINER & CHRIS HORMAN, WWP ALUMNI**

Steve and Chris met at the beginning of their educational journey and are inseparable friends today. The WWP Education Services program helps wounded service members and veterans, family members, and caregivers interested in attending or returning to school. Through workshops and programs, they have the opportunity to learn from educational experts and prepare for their futures. The environment is fun and productive, and participants support each other every step of the way. After receiving help from WWP, Chris got a job with CSX Corporation, and Steve started the process of opening his own business. They know they couldn't have gotten where they are without Education Services — or each other.





## POLICY & GOVERNMENT AFFAIRS

Government support is critical to making this the most successful, well-adjusted generation of wounded service members in our nation's history. That's why we work with Alumni to help them share their stories, including **WWP Alumnus Josh Renschler**, who had the opportunity to testify in Washington, DC.

The policy team relies on feedback from our Alumni for a "boots-on-the-ground" perspective that not only lends authority to our work, but helps ensure that policymaking in Congress makes a real-world difference in the lives of those we serve. That feedback informs our advocacy in four areas: mental health, economic empowerment, long-term rehabilitation, and improving the effectiveness of government programs that were established to help warriors and their families transition from active duty to successful community reintegration.

# ★ BOARD OF DIRECTORS

## DAWN HALFAKER, CHAIR



Retired U.S. Army Captain Dawn Halfaker is a combat-wounded veteran of the war in Iraq. Eager to help her fellow service members, she is a member of many veterans service organizations and serves on various advisory committees to stay active in veterans affairs. Ms. Halfaker joined the WWP board of directors in 2007 and was quickly elevated to the position of vice chair by her fellow board members. She served in this position until 2011, when she was elected to the position of chair.

## CHARLES BATTAGLIA



A Vietnam veteran, Charles Battaglia spent 25 years as a commissioned officer in the U.S. Navy, serving in the offices of the secretary of defense, the secretary of the Navy, president of the Naval War College, and commander of the U.S. Naval Forces Vietnam. Mr. Battaglia was executive director of the 2005 Defense Base Closure and Realignment Commission and has served as a member of the Bush Transition Team and as a senior staff member of the Senate. He was also staff director of the Senate Select Committee on Intelligence and staff director of the Senate Committee on Veterans Affairs.

## RON DRACH



After losing a leg in combat in Vietnam, Ron Drach pursued a career in veterans service, working with the U.S. Department of Veterans Affairs, Disabled American Veterans (DAV), and most recently as the director of government and legislative affairs for the Labor Department's Veterans Employment and Training Service (VETS). He was the first Vietnam veteran to be appointed a director at DAV and has served on a number of boards, including the President's Committee on Employment of People with Disabilities and the National Coalition of Homeless Veterans.

## MELISSA STOCKWELL



A combat-wounded veteran of the war in Iraq, Melissa Stockwell received a commission as a cavalry officer in the U.S. Army after earning a degree in communications from the University of Colorado. She was the first female to sacrifice a limb in Operation Iraqi Freedom. Today, she works as a certified prosthetist, fitting other amputees with artificial limbs, and was a member of the 2008 Paralympic swim team. A competitive swimmer and runner, Ms. Stockwell is currently on the Paratriathlon National Team and is the 2010 Paratriathlon world champion.

## ANTHONY PRINCIPI, VICE CHAIR



During his four-year tenure as secretary of the U.S. Department of Veterans Affairs, Anthony Principi directed the federal government's second-largest department and was responsible for a nationwide system of health care services, benefits programs, and national cemeteries. In 2007, Mr. Principi joined the Wounded Warrior Project board of directors, and he was appointed to the position of vice chair in 2011.

## ROGER CAMPBELL



As former deputy director of The Life Raft Group, Roger Campbell provides oversight for administration, legal, development, programs, and communications. Prior to joining The Life Raft Group, Mr. Campbell served as chief administrative officer for BGC Partners, Inc., a subsidiary of Cantor Fitzgerald. Mr. Campbell joined BGC in 2005 when he managed the merger, integration, and rebranding of Maxcor Financial Group and its subsidiary divisions, which more than doubled the size of BGC's New York business.

## JOHN LOOSEN



A combat-disabled U.S. Army veteran from the Vietnam War, John Loosen is retired from the Department of Veterans Affairs (VA), where he was one of the most sought-after prosthetics specialists in the country. While employed with the VA in New York and New Jersey, Mr. Loosen was responsible for creating and implementing the integrated service concept currently used throughout the Veterans Health Administration's Prosthetics Service. He is a recipient of the Purple Heart, the Combat Infantryman Badge, and the Bronze Star.

## ROBB VAN CLEAVE



With more than 20 years of human resources experience, Robb Van Cleave brings a unique perspective to the board, also having served as an elected public official for over 15 years. He has extensive experience working with the government at every level. He is the past chair of the International Board of Directors for the Society for Human Resource Management (SHRM), the world's largest professional HR association. Mr. Van Cleave is also a certified professional with the International Public Management Association for Human Resources (IPMA-CP).

## GUY McMICHAEL III, SECRETARY



A graduate of Harvard University and the University of Michigan Law School, as well as a U.S. Army veteran, Guy McMichael III began his career as a deputy prosecuting attorney. He served as general counsel for the Senate Committee on Veterans Affairs before moving on to a career in the U.S. Department of Veterans Affairs. He earned the VA's highest honor, the VA Exceptional Service Award, on three occasions. Among the positions he held in the VA were General Counsel, Undersecretary for Benefits, Chief Information Officer, Chief of Staff, and Chief Judge of the Board of Contract Appeals.

## JUSTIN CONSTANTINE



Lieutenant Colonel Justin Constantine joined the U.S. Marine Corps after his second year of law school at the University of Denver. Constantine left active duty in 2004. In 2006, as a Marine Reservist, he volunteered for deployment to Iraq, where he survived a bullet wound to the head, resulting in his being awarded the Purple Heart, the Navy and Marine Corps Commendation Medal, and the Combat Action Ribbon. Between 2011 and 2013, Constantine worked with the Federal Bureau of Investigation on a counter-terrorism team. It was during this time he started The Constantine Group, an inspirational speaking business, where he tours the country speaking to corporate, military, and educational audiences on the key topics that have affected his life.

## ANTHONY ODIERNO



While serving in Iraq, U.S. Army 1st Lt. Anthony Odierno was severely injured by a rocket-propelled grenade that amputated his left arm. A 2001 graduate of the U.S. Military Academy at West Point, his six-year Army career also included serving as an aide-de-camp to the chairman of the Joint Chiefs of Staff. Mr. Odierno earned an MBA from New York University's Leonard K. Stern School of Business and today is the Vice President of the veteran and military affairs department at J.P. Morgan Chase. His military awards include the Bronze Star and Purple Heart.

## IN MEMORIAM



**KEVIN DELANEY**  
Rear Admiral Kevin Delaney's (ret.) life was dedicated to service. Throughout his Navy career, he commanded two aviation squadrons, an aircraft wing, and Naval Air Station Jacksonville. He served as commander of naval shore activities, U.S. Atlantic Fleet, as well as the Navy's regional commander for the southern U.S. and Caribbean. He received 98 military awards and decorations. Following retirement, he worked with numerous nonprofits, including WWP. Admiral Delaney passed away in April 2015. We honor and remember his immense spirit, passion for serving others, and dedication to the WWP mission.

## WOUNDED WARRIOR PROJECT, INC. AND SUBSIDIARY

Consolidated Statement of Financial Position  
For the Year Ended September 30, 2014

<b>ASSETS</b>	
<b>Current assets:</b>	
Cash and cash equivalents	\$ 22,881,124
Investments	249,826,790
Contributions receivable, net	3,058,239
Inventory	3,044,267
Prepaid expenses	11,251,743
<b>Total current assets</b>	<b>290,062,163</b>
Property and equipment, net	14,777,379
Security deposits	1,503,258
Beneficial interest in trust	822,570
<b>Total assets</b>	<b>\$ 307,165,370</b>
<b>LIABILITIES AND NET ASSETS</b>	
<b>Current liabilities:</b>	
Accounts payable	\$ 16,601,389
Accrued expenses	4,793,436
<b>Total current liabilities</b>	<b>21,394,825</b>
<b>Net assets:</b>	
Unrestricted	283,645,564
Temporarily restricted	1,124,981
Permanently restricted	1,000,000
<b>Total net assets</b>	<b>285,770,545</b>
<b>Total liabilities and net assets</b>	<b>\$ 307,165,370</b>

## WOUNDED WARRIOR PROJECT, INC. AND SUBSIDIARY

Consolidated Statement of Activities  
For the Year Ended September 30, 2014

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>REVENUE AND SUPPORT:</b>				
Contributions	\$ 315,322,774	\$ 20,508	\$ -	\$ 315,343,282
In-kind contributions	88,845,092	-	-	88,845,092
Interest and dividend income, net of investment fees	4,195,574	30,821	-	4,226,395
Net realized and unrealized gain on investments	1,500,064	89,278	-	1,589,342
Miscellaneous income, net	548,015	-	-	548,015
Net assets released from restrictions	132,535	(132,535)	-	-
<b>Total revenue and support</b>	<b>410,544,054</b>	<b>8,072</b>	<b>-</b>	<b>410,552,126</b>
<b>PROGRAM EXPENSES:</b>				
	242,145,985	-	-	242,145,985
<b>Total program expenses</b>	<b>242,145,985</b>	<b>-</b>	<b>-</b>	<b>242,145,985</b>
<b>SUPPORTING EXPENSES:</b>				
Management and general	14,569,658	-	-	14,569,658
Fundraising expenses	43,563,958	-	-	43,563,958
<b>Total supporting expenses</b>	<b>58,133,616</b>	<b>-</b>	<b>-</b>	<b>58,133,616</b>
<b>Total expenses</b>	<b>300,279,601</b>	<b>-</b>	<b>-</b>	<b>300,279,601</b>
<b>Changes in net assets</b>	<b>110,264,453</b>	<b>8,072</b>	<b>-</b>	<b>110,272,525</b>
<b>Net assets, beginning of year</b>	<b>173,381,111</b>	<b>1,116,909</b>	<b>1,000,000</b>	<b>175,498,020</b>
<b>Net assets, end of year</b>	<b>\$ 283,645,564</b>	<b>\$ 1,124,981</b>	<b>\$ 1,000,000</b>	<b>\$ 285,770,545</b>



**WOUNDED WARRIOR PROJECT, INC. AND SUBSIDIARY**  
**Consolidated Statement of Functional Expenses**  
**For the Year Ended September 30, 2014**

	Alumni Association	Family Support Services	Benefits Service	International Services	WWP Packs	Peer Support	Physical Health & Wellness	Soldier Ride	Combat Stress Recovery	Independence Program
Media Ad Value - Donated	\$ 13,485,538	\$ 2,449,389	\$ 3,893,273	\$ 2,137,966	\$ 486,372	\$ 1,687,219	\$ 6,025,606	\$ 3,853,895	\$ 10,522,439	\$ 12,674,420
Consulting and Outside Services	6,255,338	1,396,798	1,857,574	2,541,730	426,594	781,269	4,876,178	3,952,752	6,253,084	4,104,642
Compensation (Salaries, taxes, and benefits)	7,310,137	1,178,435	3,981,124	745,631	214,587	1,354,531	2,663,086	2,226,967	5,869,845	545,342
Meetings and Events	10,109,815	1,318,675	512,374	455,929	41,811	720,887	3,445,397	2,717,673	3,327,533	149,762
Postage and Shipping	1,391,087	661,479	882,779	281,425	241,483	378,908	1,452,312	2,041,012	2,550,120	15,924
Direct Mail	943,699	471,850	660,590	188,740	188,740	283,110	1,132,439	1,604,289	1,981,769	-
Advertising - Purchased	27,152	13,576	19,006	5,430	5,430	8,146	32,582	46,158	57,019	-
Advertising - Donated Public Awareness	1,929,827	350,516	557,141	305,950	69,602	241,447	862,285	837,713	1,505,797	1,813,752
Grants	4,695,691	651,233	487,528	236,919	7,986	162,952	644,108	85,089	4,670,046	217,739
Program Travel	1,513,324	197,460	701,584	164,462	31,759	242,240	603,593	527,453	1,119,638	92,060
Occupancy / Rent	593,664	113,869	298,396	139,915	30,532	129,045	207,463	218,650	410,653	77,919
Promotional Items	2,210,807	188,494	127,099	715,660	328,071	68,476	363,133	819,435	458,708	16,027
Miscellaneous	37,277	2,841	6,280	2,777	674	3,572	8,182	30,620	16,304	1,175
Professional Fees	-	-	-	-	-	97	-	-	-	-
Office Equipment and Services	263,076	49,024	128,470	44,093	10,537	55,554	89,695	804,770	176,800	33,547
Depreciation	498,971	95,671	250,572	63,310	20,630	110,367	174,568	232,600	345,419	65,295
Telephone	289,663	55,559	145,595	53,023	11,942	62,959	101,226	106,685	200,368	38,019
Warrior Assistance and Support	499,436	7,548	18,653	9,915	350	6,240	17,170	12,373	109,484	13,427
Supplies	499,407	19,496	53,257	64,338	4,007	31,239	82,786	186,790	160,923	10,991
Education and Development	113,671	20,227	58,125	11,831	4,581	28,955	59,897	46,057	92,146	13,660
Printing	56,288	11,538	28,760	7,733	3,159	9,053	26,516	31,159	53,393	3,287
Insurance	51,922	12,188	27,469	22,532	2,027	13,444	19,939	22,738	36,766	9,210
Membership Fees	490,021	1,120	2,727	689	262	1,177	4,859	2,649	4,417	663
Books and Subscriptions	44,694	10,653	23,152	4,430	1,572	8,216	21,852	15,382	39,277	4,420
Utilities	17,934	3,440	9,014	2,280	739	3,898	6,267	6,605	12,406	2,354
Bank Service Charge	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 53,328,439</b>	<b>\$ 9,281,079</b>	<b>\$ 14,730,542</b>	<b>\$ 8,206,708</b>	<b>\$ 2,133,447</b>	<b>\$ 6,393,001</b>	<b>\$ 22,921,139</b>	<b>\$ 22,429,514</b>	<b>\$ 39,974,354</b>	<b>\$ 19,903,635</b>

**WOUNDED WARRIOR PROJECT, INC. AND SUBSIDIARY**  
**Consolidated Statement of Functional Expenses (cont.)**  
**For the Year Ended September 30, 2014**

	TRACK	Transition Training Academy	Warriors to Work	Education Services	WWP Talk	Warriors Speak	Total Program Services	Management and General	Fundraising	Total Support Services	TOTAL ALL
Media Ad Value - Donated	\$ 2,847,448	\$ 2,338,079	\$ 3,460,390	\$ 1,195,078	\$ 655,260	\$ 786,834	\$ 70,499,206	\$ -	\$ -	\$ -	\$ 70,499,206
Consulting and Outside Services	1,990,257	1,330,211	1,981,097	518,939	582,849	137,875	38,987,187	2,245,998	14,769,623	17,015,621	56,002,808
Compensation (Salaries, taxes, and benefits)	1,405,693	1,940,063	3,050,246	592,786	658,308	1,094,238	34,831,019	2,753,855	2,633,240	5,387,095	40,218,114
Meetings and Events	375,491	227,365	551,454	278,893	75,078	84,201	24,392,338	491,039	1,170,986	1,662,025	26,054,363
Postage and Shipping	962,771	623,706	754,955	250,807	17,709	21,186	12,527,663	197,930	10,395,674	10,593,604	23,121,267
Direct Mail	754,959	471,850	566,220	188,740	-	-	9,436,995	-	8,323,070	8,323,070	17,760,065
Advertising - Purchased	21,721	13,576	16,291	5,432	-	-	271,519	-	239,469	239,469	510,988
Advertising - Donated Public Awareness	407,480	334,587	495,194	171,020	93,770	112,599	10,088,680	-	122,787	122,787	10,211,467
Grants	852,136	196,892	280,745	898,438	17,208	-	14,104,710	4,991	-	4,991	14,109,701
Program Travel	225,638	264,116	520,563	97,801	71,650	378,849	6,752,190	334,332	406,133	740,465	7,492,655
Occupancy / Rent	495,635	174,073	238,815	79,001	86,345	98,021	3,391,996	970,161	317,420	1,287,581	4,679,577
Promotional Items	89,532	74,219	170,173	27,297	21,473	28,272	5,706,876	294,172	483,808	777,980	6,484,856
Miscellaneous	11,524	5,206	64,174	1,426	1,581	1,440	195,053	47,972	3,706,371	3,754,343	3,949,396
Professional Fees	-	-	-	-	-	-	97	4,202,159	-	4,202,159	4,202,256
Office Equipment and Services	52,277	400,521	102,840	34,013	37,174	42,201	2,324,592	1,268,965	136,660	1,405,625	3,730,217
Depreciation	99,884	152,171	200,489	66,282	73,119	82,045	2,531,393	812,029	272,078	1,084,107	3,615,500
Telephone	57,881	84,934	116,524	38,546	42,130	47,827	1,452,881	473,365	154,877	628,242	2,081,123
Warrior Assistance and Support	27,048	14,499	204,153	5,521	911	3,849	950,577	5,715	5,805	11,520	962,097
Supplies	64,775	96,106	167,161	24,436	12,097	33,981	1,511,790	120,244	196,370	316,614	1,828,404
Education and Development	39,215	45,990	64,342	19,325	12,833	25,379	656,234	141,935	65,917	207,852	864,086
Printing	14,875	16,507	43,974	5,619	2,609	4,634	319,104	28,776	104,120	132,896	452,000
Insurance	12,582	17,173	22,535	9,264	9,908	8,118	297,815	80,344	26,287	106,631	404,446
Membership Fees	1,233	1,611	3,010	742	734	2,010	517,924	8,114	3,341	11,455	529,379
Books and Subscriptions	14,345	48,630	22,584	8,451	4,893	5,718	278,269	54,374	19,934	74,308	352,577
Utilities	31,251	8,519	7,214	2,387	2,608	2,961	119,877	29,308	9,589	38,897	158,774
Bank Service Charge	-	-	-	-	-	-	-	3,880	399	4,279	4,279
<b>TOTAL EXPENSES</b>	<b>\$ 10,855,651</b>	<b>\$ 8,880,604</b>	<b>\$ 13,105,143</b>	<b>\$ 4,520,244</b>	<b>\$ 2,480,247</b>	<b>\$ 3,002,238</b>	<b>\$ 242,145,985</b>	<b>\$ 14,569,658</b>	<b>\$ 43,563,958</b>	<b>\$ 58,133,616</b>	<b>\$ 300,279,601</b>

**WOUNDED WARRIOR PROJECT, INC. AND SUBSIDIARY**Consolidated Statement of Cash Flows  
For the Year Ended September 30, 2014

<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>	
Changes in net assets	\$ 110,272,525
Adjustments to reconcile changes in net assets to net cash provided by operating activities:	
Depreciation	3,615,500
Loss on disposal of property and equipment	24,400
Contributed furniture and equipment	(1,851,733)
Net realized and unrealized gain on investments	(1,589,342)
Change in value of beneficial interest in trust	(20,508)
Change in allowance for doubtful accounts	(321,534)
Change in operating assets and liabilities:	
Contributions receivable	(84,756)
Inventory	(656,481)
Prepaid expenses	(3,339,652)
Security deposits	(528,326)
Accounts payable	4,323,725
Accrued expenses	631,116
<b>Net cash provided by operating activities</b>	<b>110,474,934</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>	
Purchases of property and equipment	(4,344,875)
Proceeds from disposal of property and equipment	6,083
Proceeds from beneficial interest in trust	72,217
Purchases of investments	(115,018,259)
Proceeds from sales of investments	14,396,087
<b>Net cash used in investing activities</b>	<b>(104,888,747)</b>
<b>Net increase in cash</b>	<b>5,586,187</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>17,294,937</b>
<b>Cash and cash equivalents, end of year</b>	<b>\$ 22,881,124</b>



“I became aware of Wounded Warrior Project and their mission when they became a valued customer of the business software company I co-founded. As someone who grew up in post-World War II America, I’ve always had great respect for the service heroes who dedicated their lives to making the United States a world leader. Our veterans have so many special skills and talents to contribute to their communities, and I’m honored to help give them that chance by supporting WWP.”

**DAVE DUFFIELD**  
CHAIRMAN AND CO-FOUNDER  
WORKDAY, INC.



## ★ COMMUNITY EVENTS

Community events are testament to the love and respect the American public has for its veterans. Unsolicited and independent of WWP, these supporters spend their own time and energy to raise funds and awareness for our mission and the challenges our veterans face daily.

AADE Ironman Shootout  
 A&W Restaurants Incorporated  
 Academy of Model Aeronautics Foundation  
 Acorn Markets Charity Golf Tournament  
 Across America for Wounded Heroes  
 Adaptive Sports Foundation  
 Air One Equipment  
 Allcat Claims  
 Ambest  
 American Legion Carmel Post No. 155  
 Big Apple Charity Classic  
 Billy Casper Golf LLC  
 Birchwood Veterans Group Incorporated  
 Brick Street Insurance  
 Bridges/AFCO Golf Tournament  
 Calibre  
 CBS Radio  
 Charity Golf for WWP  
 Charlotte Eye Ear Nose & Throat Associates PA  
 Coldwell Banker Residential Real Estate Cares  
 Cric Limited  
 Cushman & Wakefield Incorporated  
 Deadwood History Incorporated  
 Dotty's  
 Haven from the Storm  
 Henry Crown and Company  
 High Country Charity Golf Outing  
 Hockey for Heroes 2014  
 Hogan Lovells US LLP  
 Homeward Bound Telethon  
 Infinity Systems Engineering LLC  
 Integrity Medicolegal Enterprises  
 Kiski Valley Veterans and Patriots Association  
 Kobelco Construction Machinery USA Incorporated  
 Kole Kares Foundation  
 Lighting Dynamics Golf Tournament  
 M&N Plastics  
 Mercer Transportation  
 Midwest Military Outreach Incorporated

Mike's "A" Ford-Able Parts  
 Minnesota Charity Golf Supports Wounded Warriors  
 MVAT Foundation  
 Mystique Casino  
 NewsRadio 790 WAEB AM  
 NOCO Express  
 Oilmans Invitational Hill Country  
 Old Glory Flags and Flagpoles Incorporated  
 Pacific Lacrosse Events  
 Pershing  
 Pirates Charities  
 Pleasant Valley Country Club  
 Plumbing Contractors Association of Long Island Incorporated  
 Pond & Company  
 Chris Senopole  
 Adam Shatarsky  
 Sheridan Rotary Foundation  
 Shoot for Heroes  
 Shootout for Soldiers  
 St. Philip the Apostle Council 11671  
 State Farm Automobile Insurance Company  
 Team Minnesota  
 Team Roping  
 Tech Sgt. Jack Kushner, Ret'd Foundation Incorporated  
 Tee Off Fore A Cause  
 teeitup's 10th Annual Pacific West Capital Group Celebrity Classic  
 Tewksbury Country Club Charitable Foundation  
 Titan Marine Farewell to Summer Party  
 Turnaround Management Association  
 University of Virginia Foundation  
 Veterans of Foreign Wars  
 The Victorian House Open  
 Warrior Salute Charity Golf Tournament  
 The Warrior Scramble  
 The WCS Foundation  
 Western Pennsylvania Friends of Wounded Warriors  
 Wide Open Throttle  
 Wounded Veteran Run



« **Tom Cocchiarella** has spent the past seven years tirelessly raising money for Wounded Warrior Project through his annual Team Minnesota Spring Gala. He was inspired to begin fundraising in 2008, when an Army lieutenant who was an Iraq veteran asked for his help. It was an immediate “yes” for Tom, whose Air Force service during the Vietnam War inspired his son to join the Army and eventually deploy to Afghanistan. As Tom puts it, “I wanted to be sure that if he or his men were wounded that a strong Wounded Warrior Project would be there to help if needed.”

## FUNDRAISERS & SPECIAL EVENTS

Fundraisers sponsored by Wounded Warrior Project raise national awareness around veterans issues and recognize the tireless efforts of our supporters. These events are possible because of devoted supporters willing to match our passion with the necessary resources.



**THE COURAGE AWARDS & BENEFIT DINNER®** is the pinnacle fundraising event for Wounded Warrior Project. On this special evening, we recognize warriors, their families, and caregivers, as well as influential companies and individuals in our communities for their dedication to our mission to honor and empower Wounded Warriors.



**WOUNDED WARRIOR PROJECT® 8K RUNS** united runners and WWP enthusiasts in select cities across the United States. Participants were able to show support and raise funds, while staying active within the community. Over 3,500 participants took part in six events that helped to raise \$2 million since the event's inception. Thanks to our sponsors, 100 percent of the funds raised through the WWP 8K Run series in 2014 went directly to help fuel WWP programs and services.

### ★ DAN SMEE, WWP ALUMNUS

When Dan was deployed as an Army National Guard medic in Iraq, he was always there to rush in and treat other soldiers' injuries. But when he returned home, the memories of the people he helped — and those he couldn't help — came home with him. Whether survivor's guilt, post-traumatic stress disorder (PTSD), or moral injury, the reality was that it felt like shrapnel to Dan's soul.

Then, at the 2010 Wounded Warrior Project Courage Awards & Benefit Dinner in New York City, he had a chance to approach one of the men whose injuries haunted him — Sergeant Nevins. "For years, I carried the images of Sergeant Nevins in my head, half in and half out of his vehicle," admits Dan. "It was eating me up, and I always wondered if he blamed me for not being able to save his legs." The two men talked it out and comforted each other. "That long talk transformed my life," says Dan. "The next night, when Sergeant Nevins was on stage presenting ... he asked me to stand, told the crowd the story, and told them I was the man who saved his life. There wasn't a dry eye in the house." Since that night, Dan has dedicated his life to helping wounded veterans. "I've been doing everything to turn myself around and live in the memory of all the warriors I served with who weren't given the gift of coming home."



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**“EVEN THOUGH I’M A QUADRIPLÉGIC  
AND IN A WHEELCHAIR, I CAN DO  
ANYTHING AND EVERYTHING  
THAT A NORMAL PERSON CAN.”**

MATT KEIL, WWP ALUMNUS AND  
INDEPENDENCE PROGRAM PARTICIPANT  
(PICTURED ON COVER)

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**WOUNDED WARRIOR  
PROJECT®**

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[woundedwarriorproject.org](http://woundedwarriorproject.org)