



POSITIVE AND LASTING IMPACT



2012 ANNUAL REPORT



Guy Zierk sustained a moderate traumatic brain injury as the result of three combat tours in Iraq and Afghanistan. Today he celebrates life with his wife, Kelly, and son, Cayden Emrick Zierk. Cayden carries the name of the Marine who died saving his father's life, Staff Sgt. Jordan Emrick.

TABLE OF CONTENTS

4	A LETTER FROM THE EXECUTIVE DIRECTOR AND BOARD PRESIDENT
6	MISSION, PURPOSE, VISION, HISTORY, PROGRAMS
8	ENGAGEMENT
12	MIND
16	BODY
20	ECONOMIC EMPOWERMENT
24	POLICY & GOVERNMENT AFFAIRS
25	BOARD OF DIRECTORS
28	AUDITED FINANCIAL STATEMENT





Wounded Warrior Project engages with many community partners to provide warriors with the care they need in their hometown. Morgan Huss participates in equine therapy thanks to WWP, Hinds Feet Farm, and Neuro Community Care in North Carolina.



A LETTER FROM THE EXECUTIVE DIRECTOR AND BOARD PRESIDENT

Something special happens when warriors experience a positive and lasting impact: it gets passed on. It might be a helpful tip about combat stress shared between warriors on a ski slope; roommates at a Project Odyssey® inspiring each other to get involved in the community; or a graduating warrior pushing another veteran to enroll in school. At Wounded Warrior Project® (WWP) we call this the “ripple effect,” and in the pages of this annual report, we explore how this concept changed the lives of five warriors and their families. Each story is further evidence why we believe so strongly in permanent solutions and empowering warriors to help each other. Our annual report also reflects these long-term priorities. Consider that:

- 90% of warriors on average said the Peer Support program positively affected their ability to move forward with life.
- 85% of warriors assisted through Warriors to Work™ remain employed 12 months later.
- 99% of Soldier Ride® participants said they would seek out future cycling opportunities.
- \$22 million in combined retroactive and annual benefits were awarded to injured service members as a result of the advocacy of the WWP benefits team.
- 17,000 people turned to our Resource Center for solutions to the issues or challenges they are currently facing.

We ended the year with incredible growth. More than 23,000 Alumni are registered in our database, bringing us closer to our goal of serving 100,000 Alumni in the next five years. Your incredible financial support allowed us to meet the rising demands for services, and we increased our program growth by 28 percent. Continued investment in infrastructure allowed us to open five new offices in Atlanta, Colorado Springs, Nashville, Phoenix, and Pittsburgh and put more boots on the ground in the communities we serve.

These are strong achievements as we head into our tenth year of service to injured service members. But our focus remains forward even as we pass this milestone. We continue to identify gaps in service and, with the generosity of the American public, create innovative programs to fill them. Five new pilot programs launch in 2013 focused on long-term care for the most severely injured warriors, immediate access to mental health counseling, and peer support. We expect these programs to meet the same success as the new Independence Program, which provides warriors living with moderate to severe brain injuries with the community resources they need to meet their life goals.

We are especially thankful to our major donors, who remain committed to our mission of honoring and empowering Wounded Warriors. Their unfailing support is recognized in a special section of this annual report, beginning after the financials section.

Sincerely,

STEVEN NARDIZZI, EXECUTIVE DIRECTOR

DAWN HALFAKER, 2012 BOARD OF DIRECTORS PRESIDENT





More than 90 percent of warriors said they were seeking new cycling opportunities in their community three months after a Soldier Ride® event. From left, Robert Ferrara, Michael Frazier, Robert Reitz, and Marcus Williams tackle a hill together on a San Antonio, Texas, Soldier Ride.

INTRODUCTION

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 injured 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 holistic rehabilitative effort to assist warriors with visible and invisible wounds as they recover and transition back to civilian life. Tens of thousands of wounded service members, family members, and caregivers receive support each year through WWP programs.

PROGRAMS

Our programs are specifically structured to engage warriors, nurture their minds and bodies, and encourage their economic empowerment. Our families and caregivers are provided comfort, care, and education to help support the recovery of their injured service members.



ENGAGEMENT

FINDING PEACE AND PURPOSE

Engagement programs are built around the evolving needs of warriors as they transition into recovery. We're there from the outset, with WWP Packs that provide warriors in the hospital with the simple dignity of socks and shirts and the promise that they are not forgotten. As warriors find their place in the civilian world, we provide a confidential and understanding peer mentor to lean on, an advocate to navigate the tangled world of benefits on their behalf, and a phone line to call when warriors don't know where else to turn. Our goal is to keep warriors plugged in no matter the stage of their recovery.

ALUMNI ★ WWP BACKPACKS AND TRANSITIONAL CARE PACKS ★ BENEFITS SERVICE ★ WWP RESOURCE CENTER ★ INTERNATIONAL PROGRAMS

MICHAEL DAY

There are few moments of true escape from post-traumatic stress disorder, but Michael Day has found them when he's snowboarding. The complete focus on the slopes ahead gives him a "Zen moment" unlike any other. "When I get in that moment and feel peaceful, it's something I need to share," says Michael. But it goes deeper than that. The former Marine often sees warriors under his instruction draw immediate comparisons between their spills on the slopes to their daily struggles with combat stress. Small successes on the mountain remain a huge confidence booster long after the trip, Michael says.

RIPPLE EFFECT

TOMAS CANELA

Teaching your body to do something completely new, like snowboarding, can be intimidating. But in some respects it's even more challenging explaining post-traumatic stress disorder to a civilian. When Tomas Canela landed Michael Day for an instructor, he received not only directions for snowboarding but also another combat vet who lives with the same struggles. "We can understand each other better than anybody else," Tomas explains. Tomas left the mountain with new strength:

"I'm going to continue with this and see where it takes me."



Engagement is embodied in our logo: one warrior carrying another. Our goal is to provide opportunities for warriors to live that logo and support each other through fun, interactive events that build confidence and camaraderie.

WWP PROGRAMS — ENGAGEMENT

ALUMNI

The Alumni program provides long-term support and camaraderie for injured service members through events and discounted services. All our programs are free and designed to provide warriors and caregivers ongoing support as they heal from their combat experiences.



WWP BACKPACKS AND TRANSITIONAL CARE PACKS

Wounded service members receive WWP backpacks as they arrive at military trauma units across the United States. The backpacks are filled with essential care and comfort items such as clothing, toiletries, playing cards, and more - all designed to make a hospital stay more comfortable. Injured warriors overseas who are evacuated from field hospitals to larger military treatment facilities stateside or abroad receive a smaller version of the WWP backpack, known as Transitional Care Packs (TCPs), for immediate comfort. The Family Support Tote offers immediate comfort, convenience, and information to family members of newly wounded service members during a strenuous and exhausting period.



BENEFITS SERVICE

The WWP benefits team provides a wide array of services to help warriors access the benefits they need to successfully transition to life after injury. We start by identifying individual needs and match them to the appropriate tools to make warriors financially secure and integrated into the community. Our direct representation ensures claims are filed correctly the first time and warriors have a point of contact at each step of the claims process. We also educate warriors and caregivers about the benefits process so they can become self-advocates.



WWP RESOURCE CENTER

The WWP Resource Center serves and supports warriors, their caregivers, and families through a multichannel contact center equipped to meet a wide range of needs. In addition to responding to specific resource requests, the Resource Center representatives actively reach out to warriors and caregivers to engage them in available programs and services.



INTERNATIONAL PROGRAMS

Wounded Warrior Project continues to grow and expand our programs internationally in Germany at Landstuhl Regional Medical Center (LRMC) and Ramstein Air Base. LRMC is one of the first locations warriors are transported to after injury and most of the time their belongings are not transported with them. WWP fills that need by providing comfort items such as jackets, sweatpants, t-shirts, and blankets to warriors before they are flown back to the states. Additionally, WWP offers programs and benefits counseling to warriors stationed at Warrior Transition Units (WTUs) in Europe. WWP also supports the doctors and nurses caring for Wounded Warriors through a 'thank you' campaign with warrior stories in the form of posters and videos and an appreciation luncheon held twice-a-year, that includes a personal 'thank you' visit from the Wounded Warriors who went through LRMC.





WWP PROGRAMS

MIND

Often, the most enduring wounds of war are the ones that affect the mind. It's estimated that as many as one in five warriors returning from the current conflicts live with post-traumatic stress disorder (PTSD) and depression. The Combat Stress Recovery Program (CSRP) and Family Support Program help 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 ★ RESTORE WARRIORS™ ★ FAMILY SUPPORT ★
PEER SUPPORT ★ INDEPENDENCE PROGRAM**

HAROLD "BUTCH" FREEMAN

Harold "Butch" Freeman kept himself isolated after returning home from Iraq. It was tough, he says, to live both with the physical injuries and the mental struggles after he survived a suicide bomber's blast in 2004. Family pushed him into attending a Project Odyssey, however, and for the first time since his retirement, Butch connected with warriors undergoing similar trials. He returned home with a new sense of worth and committed to mentoring other warriors. Today he travels around the Northeast as a Project Odyssey peer mentor, providing the same encouragement that pulled him out of his rut.

RIPPLE EFFECT

JESSE ATKINSON

Jesse Atkinson sees goats and chickens in his future, along with a college degree in agriculture. But he had no plans for life after returning home from Iraq with post-traumatic stress disorder and a traumatic brain injury. A Project Odyssey and a roommate named Butch Freeman changed all that. Jesse credits Wounded Warrior Project and Butch for inspiring him to enroll in school and make plans for a small farm in upstate New York.

"I look at Butch as an example because he's always out there doing something."





An education in post-traumatic stress disorder from Wounded Warrior Project allowed Robert Gil to recognize his triggers and take control of his life again.

WWP PROGRAMS — MIND

PROJECT ODYSSEY

Project Odyssey is a unique five-day event designed to help warriors overcome combat stress by connecting them with trained counselors and peers in an exciting, outdoor setting. Recreational activities are tailored to build warriors' inner strength and courage as they tackle challenges such as high ropes courses, kayaking, rock climbing, and skiing. The camaraderie developed among veterans also provides a safe setting to share experiences and begin healing from the mental wounds of war. Project Odyssey is also offered to couples and internationally to warriors still on active duty and recovering at Germany's Landstuhl Regional Medical Center.



RESTORE WARRIORS

Restore Warriors is a website with resources and self-help strategies for warriors living with the invisible wounds of war, such as post-traumatic stress disorder (PTSD), combat and operational stress, or depression. The website, restorewarriors.org, offers videos of warriors sharing their personal experiences and coping techniques and a brief online, self-assessment questionnaire to help warriors and their caregivers find individualized, specific help.



FAMILY SUPPORT

When a service member is wounded, ill, or injured, these changes place tremendous stress on family members, who may find themselves in a new role as full-time supporters or caregivers. These individuals are an integral part of a warrior's successful recovery and WWP is dedicated to supporting them. In addition to care from our Family Support Team, we provide retreat weekends to give these individuals the opportunity to rest and reflect in a supportive environment of peers.



PEER SUPPORT

Peer support motivates warriors in transition through one-on-one friendships with fellow warriors who are further along in the recovery process. Our certified peer mentors are excellent resources and listeners who use their own life experiences to help warriors visualize what they can accomplish. Beyond inspiring warriors, peer mentors can also show family members what their warriors can achieve through hard work and dedication.



INDEPENDENCE PROGRAM

The Independence Program provides warriors living with moderate to severe brain injuries or other service-related neurological conditions the tools they need to reach their life goals. Warriors who might otherwise be left in institutional care receive employment coaches, reading tutors, and other resources to set them on a path to success. The goal is the best possible physical, social, and emotional functioning for these severely wounded service members.





WWP PROGRAMS

BODY

Wounded Warrior Project seeks every opportunity to help wounded, injured, or ill service members make the most of their physical abilities. Our recreational activities, adaptive sports, and healthy lifestyle information help countless warriors achieve independence and pursue the highest quality of life possible.

PHYSICAL HEALTH & WELLNESS ★ SOLDIER RIDE®

JEFF ADAMS

A roadside bomb explosion in 2004 left Jeff Adams without his left leg, but his indomitable spirit and can-do attitude remain intact. Wounded Warrior Project provided him a forum for encouraging other injured service members and a chance to break the limits of his injury. "You go to these events and build balance and strength," Jeff says. But whether it's mountain climbing, biking, hiking, fishing, or hunting, "there's also the intangible camaraderie among the warriors. Someone gives you their experience with a new knee or adaptive equipment and you learn new things." That networking keeps Jeff balanced and active.

RIPPLE EFFECT

KATIE ADAMS

There are obvious challenges to living with one leg, and then there are unexpected hurdles. For instance, how does a father pick up a crying baby at night without his prosthetic leg? "We're always figuring out new ways to do things," says Jeff Adams' wife, Katie Adams. For Katie, WWP events have given her a chance to interact with other veteran families and try experiences she never thought possible for a couple from south Louisiana.

"We're starting over and adapting well. Jeff is not just a skier, but a ski instructor."



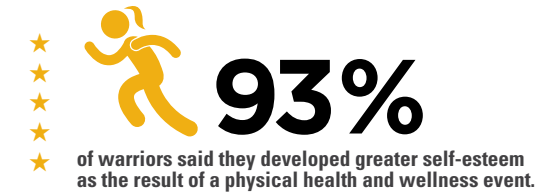
Cycling provides warrior Jeff Palenske a healthy outlet for his combat stress.



WWP PROGRAMS — BODY

PHYSICAL HEALTH & WELLNESS

Our Physical Health & Wellness program provides recreation, adaptive sports programs, and overall strategies to help warriors remain physically engaged while adjusting to life after injury. Warriors' physical and psychological well-being are optimized through comprehensive recreation and sports programs, physical health promotion strategies, legislative policy change, and physical rehabilitation designed to help maximize independence.



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 are fitted with a cycle that meets their physical needs, then supported on rides over roads lined with cheering crowds. Along the way, warriors build confidence as they tackle the challenge and gain new peer support from fellow riders. Experienced riders can also enjoy our bicycle clinics and more physically demanding "challenge rides."



TRACK



CHRISTOPHER KIND

The war in Iraq ended for Christopher Kind when a mortar struck a shipping container in his motor pool. Christopher doesn't remember any of it, just waking up stateside covered in burns and suddenly helpless for the first time in his life. "It was a dark valley to travel through," Christopher says. "I questioned God a lot." Medical retirement from the Army dashed his hopes for a career as a soldier and the lost identity weighed heavy on his mind. His turnaround came with the TRACK program in San Antonio, which gave him attainable goals and inspiration to enroll in school full time. "I went from blaming everybody for my problems to a good life," he says.

WWP PROGRAMS

ECONOMIC EMPOWERMENT

At Wounded Warrior Project we want injured service members to be successful in every aspect of their lives. Our economic empowerment programs are designed to help warriors complete their next mission: education, training, and a rewarding civilian career. For example, vocational training provided through education services is designed around the way injured service members learn and retain information, and a comprehensive employment assistance program provides the foundation for long-term financial stability.

**TRACK™ ★ TRANSITION TRAINING ACADEMY™ ★
WARRIORS TO WORK™ ★ EDUCATION SERVICES**

RIPPLE EFFECT

VENASIO SELE

There's no ignoring Christopher Kind. For two years he bugged his close friend and fellow combat veteran Venasio Sele to enroll in TRACK and experience the same life-changing benefits. Venasio put it off for as long as he could, but Christopher's persistence finally compelled him to put in an application. It's his hope that the program will be a stepping stone to a career as a professional referee and mentor to young athletes.

"I want to give back to my community."



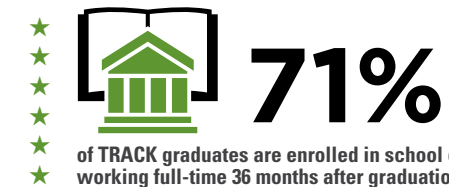


The Transition Training Academy is a free series of classes that provide warriors, their spouses, and caregivers an introduction to the information technology field. The hands-on learning experience and personal engagement from instructors are especially helpful for warriors recovering from traumatic brain injuries.

WWP PROGRAMS — ECONOMIC EMPOWERMENT

TRACK

TRACK represents the first whole-life approach to education for injured service members. This one year program focuses on academic and vocational needs, including: the ability to earn up to 24 credit hours at a local college, health and wellness training, and individualized performance and goal-setting training. TRACK offers the ideal environment for students of all ability levels, including those who might not have been successful in traditional academic settings in the past.



TRANSITION TRAINING ACADEMY

Information technology is one of the fastest growing career fields and the Transitional Training Academy provides service members, their spouse, or caregiver the instruction they need to take full advantage of these employment opportunities. TTA has perfected a unique, blended learning environment designed expressly to meet the learning challenges some warriors live with as a result of their injuries. Weeks of free, hands-on-training leave graduates ready to earn crucial A+ and network security certifications.



WARRIORS TO WORK

Our Warriors to Work specialists provide career counseling and assist warriors with goal-setting, building an effective resume, preparing for an interview, networking, access to internships, and assistance with job placement. These services are also open to registered family members and caregivers.



EDUCATION SERVICES

Education Services is a program designed to educate colleges and universities about the unique challenges injured service members face returning to school. It also provides warriors with the information they need to make better decisions about the schools they choose as a pathway to employment, including how to access the support services needed around post-traumatic stress disorder, physical challenges, and traumatic brain injury.



POLICY & GOVERNMENT AFFAIRS

WWP creates, informs, and lobbies for policies that will support injured service members and their families long into the future. Our team undertakes many initiatives, including working with Congress and the federal government to promote forward-looking programs, regulations, and legislation policies that will benefit those we serve.

Wounded Warrior Project creates a positive and lasting impact in a variety of arenas, including championing warrior causes through policy development and testifying before Congress on their behalf. Among our achievements is winning enactment of legislation that expands the range of rehabilitation options and ensures that rehab is not prematurely ended for warriors living with a traumatic brain injury (TBI) like Bobby Woods. Moving forward, TBI rehabilitation will focus not just on functional gains but also on setting warriors on a road to maximum independence.

RIPPLE EFFECT

BOBBY WOODS

There is no day off for a warrior living with a traumatic brain injury. "I knew that if I didn't work on keeping my mind sharp I would just fall backwards," says Bobby Woods. Bobby took a bullet to the skull during a deployment to Afghanistan in 2010. The severe injury initially robbed him of almost his entire vocabulary and left him permanently blind in one eye. Rehabilitation for his injury was limited and ended after his medical retirement. Today he daily works on memorizing everything from phone numbers to test materials as he studies for a master's degree in business. Improved and sustained TBI rehab is vital, he says.

"You should always have the option to keep working at it."



BOARD OF DIRECTORS



DAWN HALFAKER, *President*

Retired 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 Wounded Warrior Project® (WWP) board of directors in 2007 and was quickly elevated to the position of vice president by her fellow board members. She served in this position until 2011 when she was elected to the position of president.



CHARLES ABELL

Army Lt. Col. Charles Abell was wounded in combat before retiring in 1993. Following his 26-year military career, he worked in the public-policy arena, most recently serving as staff director of the Senate Committee on Armed Services. In 2002, President George W. Bush appointed Mr. Abell principal deputy undersecretary of defense for force management policy. Before joining the Department of Defense in 2001, he served as staff member of the Senate Armed Services Committee, becoming the lead staffer for the Subcommittee on Personnel.



ANTHONY PRINCIPI, *Vice President*

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 healthcare services, benefits programs, and national cemeteries. In 2007, Mr. Principi joined the Wounded Warrior Project® (WWP) board of directors and was appointed to the position of vice president in 2011.



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 the 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.



ANTHONY ODIERNO, *Secretary*

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 works at J.P. Morgan Chase in its veteran and military affairs department. His military awards include the Bronze Star and Purple Heart.



ROGER CAMPBELL

As 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.



JUSTIN CONSTANTINE

After two years of law school, Justin Constantine joined the US Marine Corps and served as a judge advocate. He went on to work for US Immigration and Customs Enforcement (ICE) following active duty. But 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. Recently, Justin started a new counterterrorism assignment with the FBI. He and his wife, Dahlia also operate Iraq and Back, which produces apparel honoring those who have served in Iraq and Afghanistan.



KEVIN DELANEY

Over a 34-year Navy career, highly decorated Rear Admiral Kevin Delaney (ret) commanded two aviation squadrons, an aircraft wing, and Naval Air Station Jacksonville and served as commander of naval shore activities, U.S. Atlantic Fleet. A Vietnam veteran, he flew 686 combat missions as a Navy helicopter pilot. Before retiring, he served as the Navy's regional commander for the southeastern United States and the Caribbean. He holds degrees from the Naval Academy and George Washington University, and he has completed postgraduate studies at MIT and Harvard. After retiring from the Navy, he established Delaney & Associates Consulting in 2001.



JOHN LOOSEN

A combat-disabled Army veteran from the Vietnam War, John is retired from the Department of Veterans Affairs, 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, John was responsible for creating and implementing the integrated-service concept currently used throughout the Veterans Health Administration's Prosthetics Service. Mr. Loosen is a recipient of the Purple Heart, the Combat Infantryman Badge, and the Bronze Star.



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.



GUY MCMICHAEL III

A graduate of Harvard University and the University of Michigan Law School, as well as an 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 VA. 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.



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, Melissa is currently on the Paratriathlon National Team and is the 2010 Paratriathlon world champion.



ROBB VAN CLEAVE

With more than 20 years of human-resources experience, Robb E. 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. He is also a certified professional with the International Public Management Association for Human Resources (IPMA-CP).



IN MEMORIAM

Gordon Mansfield 1941-2013

Gordon Mansfield left behind a legacy of selfless service to his country upon his death January 29, 2013. His five years as a member of the Wounded Warrior Project Board of Directors capped a lifetime of dedication to making life better for veterans.

Mr. Mansfield enlisted in the Army in 1964 and served two tours of duty in Vietnam. While serving as company commander with the 101st Airborne Division during his second tour, he was wounded during the Tet Offensive on February 4, 1968, when an enemy soldier feigning death shot him. Mr. Mansfield sustained a spinal cord injury but remained with his soldiers and made sure the wounded were evacuated before he received treatment at a Navy hospital. For his actions under fire he was decorated with the Distinguished Service Cross. He was medically retired at the rank of captain. Mr. Mansfield's other combat decorations include the Bronze Star, two Purple Hearts, the Combat Infantryman Badge, and the Presidential Unit Citation. He was inducted into the Army Ranger Hall of Fame in 2007 and the U.S. Army Officer Candidate School Hall of Fame in 1997.

After serving as executive director of Paralyzed Veterans of America, Mr. Mansfield took on the role of deputy secretary and chief operating officer of the U.S. Department of Veterans Affairs in 2004. Under his tenure at the VA, Mr. Mansfield directed a massive information technology reorganization, including an electronic health records upgrade and an automated claims processing system. He supervised the VA's multibillion-dollar construction program to build clinics, regional offices, medical centers, and cemeteries, and he personally oversaw efforts to rebuild the medical center in New Orleans following Hurricane Katrina. Mr. Mansfield's responsibilities also included facilitating the VA's relationship with the Department of Defense (DoD). He co-chaired the VA/DoD Wounded, Ill, and Injured Senior Oversight Committee and the Joint Executive Council. As deputy, Mr. Mansfield was instrumental in the establishment of the VA's nursing academy.

While Mr. Mansfield had many incredible achievements and accomplishments during his lifetime of public service, it is the strength of character and dedication to helping others displayed in his most private moments that will be mourned most by those who knew him well. Even before Wounded Warrior Project existed, Gordon embodied the spirit of our logo and could always be counted on to personally help a fellow veteran in need. He was a man of great ethics and integrity, ever willing to make the tough but right choices and to help those around him do the same. He was a great yet humble leader who found joy in nurturing and fostering the personal and professional growth of those around him. Gordon will be missed by all of us who knew him and carry on the legacy of his life's work in service to others.

WOUNDED WARRIOR PROJECT, INC. (A NOT-FOR-PROFIT ORGANIZATION)

FINANCIAL REPORT* YEAR ENDED SEPTEMBER 30, 2012

FINANCIAL STATEMENTS:

29	STATEMENT OF FINANCIAL POSITION
30	STATEMENT OF ACTIVITIES
31-32	STATEMENT OF FUNCTIONAL EXPENSES
33	STATEMENT OF CASH FLOWS

*Complete audited financial statements, including explanatory footnotes, can be found at woundedwarriorproject.org.

**STATEMENT OF FINANCIAL POSITION
SEPTEMBER 30, 2012**

Assets:	
Current assets:	
Cash	\$ 14,465,663
Investments	72,095,703
Contributions receivable, net	1,838,423
Inventory	1,658,623
Prepaid expenses	<u>1,930,555</u>
Total current assets	91,988,967
Furniture and equipment, net	8,712,364
Deposits	<u>737,520</u>
Total assets	<u>\$ 101,438,851</u>
Liabilities:	
Current liabilities:	
Accounts payable	\$ 9,016,031
Accrued expenses	<u>2,185,067</u>
Total current liabilities	<u>11,201,098</u>
Net assets:	
Unrestricted	89,053,080
Temporarily restricted	184,673
Permanently restricted	<u>1,000,000</u>
Total net assets	<u>90,237,753</u>
Total liabilities and net assets	<u>\$ 101,438,851</u>

See accompanying notes to financial statements.

**STATEMENT OF ACTIVITIES
SEPTEMBER 30, 2012**

	Unrestricted	Temporarily Restricted	Permanently Restricted	Totals
Revenue and support:				
Contributions	\$ 143,656,305	\$ -	\$ -	\$ 143,656,305
In-kind contributions	53,440,289	-	-	53,440,289
Interest income and dividends, net of investment fees	829,197	25,046	-	854,243
Net realized and unrealized gain on investments	1,397,094	163,308	-	1,560,402
Miscellaneous income, net	<u>1,097,965</u>	<u>-</u>	<u>-</u>	<u>1,097,965</u>
Total revenue and support	<u>200,420,850</u>	<u>188,354</u>	<u>-</u>	<u>200,609,204</u>
Net assets released from restrictions	<u>50,000</u>	<u>(50,000)</u>	<u>-</u>	<u>-</u>
Expenses:				
Program services	114,817,090	-	-	114,817,090
Supporting services:				
Management and general	5,412,693	-	-	5,412,693
Fundraising	<u>20,499,112</u>	<u>-</u>	<u>-</u>	<u>20,499,112</u>
Total expenses	<u>140,728,895</u>	<u>-</u>	<u>-</u>	<u>140,728,895</u>
Change in net assets	59,741,955	138,354	-	59,880,309
Net assets, beginning of year	<u>29,311,125</u>	<u>46,319</u>	<u>1,000,000</u>	<u>30,357,444</u>
Net assets, end of year	<u>\$ 89,053,080</u>	<u>\$ 184,673</u>	<u>\$ 1,000,000</u>	<u>\$ 90,237,753</u>

See accompanying notes to financial statements.

STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED SEPTEMBER 30, 2012

	Program Services								
	Benefit Services	Alumni Association	International Services	Peer Mentoring	Combat Stress Recovery	WWP Packs	Physical Health & Rehabilitation	Soldier Ride	Family Support Services
Media ad value	\$ 1,129,588	\$ 4,518,351	\$ 1,129,588	\$ 1,129,588	\$ 6,777,527	\$ 1,882,646	\$ 4,141,822	\$ 4,141,822	\$ 2,259,176
Consulting and outside services	582,466	2,083,577	285,813	286,088	1,775,748	361,853	2,478,441	1,114,379	1,092,575
Salaries	1,731,561	3,540,378	329,312	374,342	1,783,840	188,623	1,072,269	908,573	657,078
Meetings and events	266,486	3,471,440	99,225	198,813	1,078,325	73,096	1,014,413	1,109,620	675,264
Direct mail	120,258	683,481	120,258	120,258	721,549	200,430	440,946	464,833	240,516
Postage and shipping	153,983	694,572	197,405	103,231	625,022	236,040	390,750	409,207	221,748
Advertising	226,559	902,236	222,231	222,230	1,337,700	370,382	819,165	818,810	448,782
Grants	13,500	834,200	1,784,000	23,500	431,046	15,000	370,088	37,500	661,250
Payroll tax and benefits	461,747	1,007,947	85,074	98,548	511,247	52,275	321,070	270,780	176,008
Program Travel	393,657	876,065	75,369	87,297	488,829	35,698	243,949	378,092	164,763
Promotional items	56,809	723,259	758,421	24,816	174,902	1,189,200	222,844	290,643	69,718
Occupancy	131,419	351,108	98,195	35,890	171,194	46,043	111,387	87,835	58,275
Office equipment and services	55,880	223,991	20,285	14,960	70,463	13,704	107,524	438,027	63,393
Miscellaneous	22,190	84,935	5,667	8,192	29,723	4,310	22,658	29,131	20,755
Organizational membership fees	443	1,576,140	148	97	464	71	1,667	1,103	161
Depreciation	97,905	257,212	35,909	35,292	127,170	23,820	84,565	74,648	46,840
Supplies	29,098	622,854	17,765	8,514	53,047	48,063	44,193	67,065	53,908
Telephone	71,739	191,604	29,148	19,591	93,452	18,176	60,804	47,948	31,811
Professional fees	-	-	-	-	-	-	-	-	-
Printing	30,823	110,379	2,323	2,080	36,733	2,265	32,855	28,951	29,320
Education and development	10,207	30,906	22,800	3,216	31,505	3,113	16,486	9,976	5,142
Insurance	13,071	33,268	14,145	4,348	16,708	3,045	12,239	9,085	7,297
Utilities	4,744	12,671	1,833	1,296	6,180	1,202	4,021	3,171	2,104
Books and subscriptions	7,908	10,103	393	426	9,049	362	2,692	1,447	3,472
Bank service charge	-	-	-	-	-	-	-	-	-
	<u>\$ 5,612,041</u>	<u>\$ 22,840,677</u>	<u>\$ 5,335,307</u>	<u>\$ 2,802,613</u>	<u>\$ 16,351,423</u>	<u>\$ 4,769,417</u>	<u>\$ 12,016,848</u>	<u>\$ 10,742,646</u>	<u>\$ 6,989,356</u>

STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED SEPTEMBER 30, 2012

	Program Services					Supporting Services		Total All Funds	
	Warriors to Work	Transitional Training Academy	Campus TRACK	Warriors Speak	Total Program Services	Management and General	Fundraising		
Media ad value	\$ 4,518,351	\$ 1,882,646	\$ 1,882,646	\$ 2,259,176	\$ -	\$ -	\$ -	\$ 37,652,927	
Consulting and outside services	1,013,524	1,262,330	599,557	451,410	227,654	13,615,415	712,017	6,681,489	
Salaries	1,177,510	577,312	771,488	365,134	416,871	13,894,291	1,092,332	1,487,040	
Meetings and events	214,523	63,344	158,504	67,723	21,840	8,512,616	173,469	951,778	
Direct mail	481,032	200,430	200,430	240,516	-	4,234,937	-	4,596,661	
Postage and shipping	415,367	171,151	183,707	197,100	9,004	4,008,287	102,450	3,689,795	
Advertising	915,107	370,383	372,938	444,457	2	7,470,982	32	146,298	
Grants	115,500	19,500	800,694	422,500	-	5,528,278	-	-	
Payroll tax and benefits	317,582	180,876	209,370	94,321	98,225	3,885,070	278,501	398,276	
Program travel	231,254	195,837	132,359	85,784	260,210	3,649,163	183,207	253,539	
Promotional items	57,239	50,925	44,953	18,650	13,993	3,696,372	66,566	292,629	
Occupancy	104,082	56,264	391,825	27,844	38,449	1,709,810	553,285	227,100	
Office equipment and services	43,101	295,685	46,609	12,174	15,069	1,420,865	479,353	88,941	
Miscellaneous	22,827	9,351	17,403	7,133	3,394	287,669	233,062	1,125,900	
Organizational membership fees	826	150	187	57	132	1,581,646	1,895	-	
Depreciation	79,529	46,413	53,032	25,482	26,985	1,014,802	388,319	169,703	
Supplies	46,671	52,830	86,208	6,024	6,450	1,142,690	86,555	161,855	
Telephone	56,817	30,714	36,698	15,199	20,989	724,690	302,029	123,970	
Professional fees	-	-	-	-	-	-	631,675	-	
Printing	22,149	3,774	17,889	3,229	2,781	325,551	9,289	39,302	
Education and development	13,451	6,418	7,613	3,264	2,450	166,547	41,597	31,924	
Insurance	10,571	6,198	7,200	3,599	3,516	144,290	50,596	20,768	
Utilities	3,757	2,031	28,755	1,005	1,388	74,158	19,974	8,198	
Books and subscriptions	4,268	30,565	1,756	3,274	319	76,034	3,151	3,946	
Bank service charge	-	-	-	-	-	-	3,339	-	
	<u>\$ 9,865,038</u>	<u>\$ 5,515,127</u>	<u>\$ 6,051,821</u>	<u>\$ 4,755,055</u>	<u>\$ 1,169,721</u>	<u>\$ 114,817,090</u>	<u>\$ 5,412,693</u>	<u>\$ 20,499,112</u>	<u>\$ 140,728,895</u>

See accompanying notes to financial statements.



STATEMENT OF CASH FLOWS
SEPTEMBER 30, 2012
Cash flows from operating activities:

Change in net assets	\$ 59,880,309
Adjustments to reconcile the change in net assets to net cash provided by operating activities:	
Depreciation	1,572,824
Net realized and unrealized gain on investments	(1,560,402)
Other	323,232
Net changes in:	
Contributions receivable, net	693,492
Inventory	(737,739)
Prepaid expenses	(1,628,686)
Deposits	(181,828)
Accounts payable	4,267,717
Accrued expenses	898,236
Net cash provided by operating activities	<u>63,527,155</u>
Cash flows from investing activities:	
Purchases of furniture and equipment	(3,797,958)
Purchases of investments	(93,304,247)
Proceeds from sale of investments	<u>43,974,658</u>
Net cash used in investing activities	<u>(53,127,547)</u>
Net increase in cash	10,399,608
Cash, beginning	<u>4,066,055</u>
Cash, ending	<u>\$ 14,465,663</u>

See accompanying notes to financial statements.

Fun is an essential element of every Wounded Warrior Project event.



COMMUNITY EVENTS

Our fundraising and awareness campaigns would not be complete without community supporters willing to provide a time and a place for our functions. These donors work tirelessly behind the scenes to give us an outlet for our events so that we can continue with our mission of honoring and empowering Wounded Warriors.

Ace in the Hole Foundation
 Air Soft Warriors Hawaii
 Armed Forces Support Group
 BAE Systems
 Birchwood Veterans Group Inc. Golf Fund
 Boston Harbor Cruises
 The Boys' Latin School of Maryland
 Charity Golf – Naples, Florida
 Chartwell Charitable Foundation, Inc.
 Complete Parachute Solutions, Inc.
 Corpus Christi Corvette Club
 Fashion Accessories Benefit Ball
 G.I. Council for Wounded Veterans, Inc.
 Golf Tournament to Benefit Wounded Warrior Project
 Graybeards
 Greenwich
 GTSI Corp
 Hard Rock Cafe International
 Hero's Night-Fenton High School
 Hockey Helpers
 J.M. Waller Associates, Inc.
 Legends in Valor
 Macabstract Golf Tournament
 Midsouth Rally For WWP, Inc.
 Mission BBQ LLC
 Minnesota-Charity Golf Supports Wounded Warrior Project

Moorejamz LLC
 Morganfranklin Corporation
 MVAT
 New Jersey Knights of Columbus
 Oilmans Invitational Hill Country
 Old River Winfree Founders Day
 Ooh La La Christmas Home Tour, Inc.
 Operation Giveback to benefit Wounded Warrior Project
 Patriots Night
 Pennsylvania Hero Walk
 PSS World Medical
 Red, White, Blue and Green Golf Tournament
 Reliasource
 Riding into History, Inc.
 Riverside High School
 Run for Wounded Heroes
 Sail for Hope
 Spartyka Race Team
 Team Minnesota
 Texas Hole Charities, Inc. – Fly Fishing Tournament
 Tobacco Road Marathon
 Trophy Club Salutes and Benefits Wounded Warrior Project
 University of Virginia Foundation
 Veteran's Passport to Hope
 The Victorian House Open
 West Pennsylvania Friends of WWP

Wounded Veteran Run
 WWP SWFL Events

A bomb blast in Iraq sent Sonny Seyedi home to Los Angeles, where he struggled for years with combat stress and physical pain. When a doctor introduced him to Wounded Warrior Project, Sonny discovered a new whole world of programs and peers. Today he is studying for his Law School Admission Test. "WWP has been the hands on my shoulders. I'm eager to see what's in store for life now," he says.





The greatest casualty is being forgotten.®

4899 Belfort Road, Suite 300, Jacksonville, Florida 32256
877.TEAM.WWP (832.6997) woundedwarriorproject.org

©2013 Wounded Warrior Project, Inc. All rights reserved.