

WARRIORS & QUIET WATERS FOUNDATION®

2020

Annual Report



Through the experience of fly fishing in Montana, Warriors & Quiet Waters is a catalyst for positive change in the lives of post-9/11 combat veterans and their loved ones.



A Letter from Executive Director and Board Chair

2020 was a year of challenges, change, innovation, and opportunity for Warriors & Quiet Waters Foundation (WQW). The COVID-19 Pandemic presented our world with significant challenges. Despite these challenges, the entire WQW Team – board members, volunteers, supporters, and staff – remained laser-focused on serving post-9/11 combat veterans and their loved ones during this time of urgent and acute need. Rather than retreating and waiting for better times to come, the WQW Team innovated and found opportunities to serve Warriors throughout the pandemic.

Some notable 2020 highlights include:

PIVOTING TO VIRTUAL PROGRAMMING WHEN MONTANA SHUT DOWN DUE TO COVID. Led by Interim Executive Director Mike Powell, the WQW Team rapidly built a Virtual Fishing Experience (VFX). VFX participants were mailed essential fly-fishing gear to keep and use. During the week, participants engaged with one another through moderated forums and groups and one-on-one fly-fishing instruction by Montana guides using video conferencing platforms. WQW served a total of 28 Warriors, Spouses, and Caregivers over the course of five VFX programs between April and July. Feedback was resoundingly positive, and all VFX participants have been offered the opportunity to participate in WQW's in-person programs in 2021.

INNOVATIVE APPROACHES TO RESUME IN-PERSON PROGRAMMING. When Montana's COVID-19 restrictions eased, the WQW Team innovated new approaches to resume in-person Fishing Experiences (FXs). We started with a new all-outdoor program model – the Overnight River FX. In the first iteration of this new model, we brought four WQW Alumni on a five-day overnight float trip down Montana's iconic Smith River. In the second, we brought six U.S. Air Force Special Operators on a three-day trip down the Clark Fork. These all-outdoor FXs gave the WQW Team the opportunity it needed to validate the COVID-19 mitigation protocol we developed to keep our participants, volunteers, and staff safe. Additionally, to avoid exposing participants to the potential COVID-19 hazards associated with commercial air travel, we recruited an entirely new participant roster from local, Montana, and regional post-9/11 combat veterans within a day's drive of Bozeman. These efforts enabled WQW to continue serving Warriors with in-person programming from July through the end of our 2020 season in November.

NEW LEADERSHIP AND A NEW STRATEGIC PLAN. 2020 brought multiple leadership changes to WQW. In January, The Board of Directors concluded a nationwide search for an Executive Director. This search resulted in the hiring of Colonel Brian Gilman, USMC (Ret.). Brian assumed leadership of WQW in July. Also in March, Emily Sather assumed leadership of WQW's development efforts as our Director of Development. In the final quarter of the year, we bid farewell to an incredibly committed and effective veteran board member - Diane Bristol - while welcoming three new outstanding Board Members: General James T. Conway, USMC (Ret.), James McCray, and Peter Nalen. Together, the Staff and Board crafted a new Strategic Plan that charts an aggressive path to increasing our impact in 2021 and beyond. See page 8 to learn more.

None of this would have been possible without the committed support of our donors, corporate sponsors, and volunteers. Despite the challenges brought on by COVID-19, with the exceptional support by our Board of Directors and National Advisory Board, WQW raised the funds necessary to not only support our 2020 programming, but to fuel our aggressive plans for growth in going forward.

Looking forward to 2021, we are extremely proud of our ability to continue serving post-9/11 veterans throughout the COVID-19 Pandemic, and we're excited for the opportunities to increase our impact that lie ahead.

Warriors First, Always,

Tom Stiffler Board Chair



Brian Gilman, Colonel, USMC (Ret.) **Executive Director**

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Renata Nichols

Paul Young

A YEAR IN REVIEW: 2020 TIMELINE

01/02

Jesse LeNeve assumes role of Fishing Operations Manager

01/07 - 01/12

Ice Fishing Experience Serves 6 Warriors



01/16 - 01/19

Transition Mentoring Workshop in partnership with COMMIT Foundation *Serves 6 Warriors*



Events, Programs & COVID-19

03/01

Emily Sather assumes role of Director of Development

03/12

Governor Bullock declared a state of emergency in Montana

03/16

WQW closes office and team begins to work from home

03/26

Governor Bullock issued a Directive that all individuals stay at their home or place of residence through April 10, 2020

April



04/30 - 05/01

Give Big Gallatin Valley Fundraiser

June

05/04 - 05/08

Virtual FX
Serves 4 Warriors

January

02/25 - 02/28

Transition Mentoring

Serves 16 Warriors

Workshop in partnership

with COMMIT Foundation

February

Virtual Fishing Experience (FX) *Serves 2 Warriors*

March

04/16

WQW's 13-Year Anniversary

04/20 - 04/24

04/13 - 04/27

Virtual FX
Serves 5 Warriors



04/26

Montana moved to Phase 1 of Reopening Plan, lifting the Stay-at-Home Directive

04/30 - 05/01

Governor Bullock issued a Directive requiring a 14-day self-quarantine for individuals arriving in Montana for non-work-related travel

06/01

May

Montana moved to Phase 2 of Reopening Plan, which increased group size limitations to 50 people, removal of requirement for nonwork-related arrivals in Montana to quarantine for 14-days

06/01 -06/05

Virtual Couples FX Serves 12 (6 Warriors & their spouses)

06/15

WQW Staff returns to office



"I am pleased to recognize the valuable and important work of Warriors & Quiet Waters Foundation. Their unique programs set in the scenic views of the great state of Montana provide meaningful opportunities for our nation's combat veterans and their families. As part of our mission at the Rumsfeld Foundation, we have a focus on honoring our troops and their families, some of our country's finest public servants, and we are delighted to be supportive of the impactful efforts of Warriors & Quiet Waters Foundation."

- Donald Rumsfeld, President, Rumsfeld Foundation

07/06 - 07/10

Virtual Caregiver FX Serves 5

07/06

Brian Gilman assumes Executive Director role after Mike Powell served as Interim Executive Director for eight months

07/20 - 07/25Overnight River FX Serves 4 Warriors



09/14 - 09/18

Solo FX
Serves 5 Warriors

09/29

Board adopts new Strategic Plan

09/25 - 09/30

Second Annual Warrior Taste Fest fundraiser pivots to virtual event called The Five Days of Giving



11/05

Virtual Coaching Experience Reunion Serves 5 Warriors



11/16

Liz Shull joins WQW team as Development Associate

11/19

Partnership launched with Syracuse University's Institute for Veterans and Military Families

July August September October November December

08/10 - 08/14Overnight River FX Serves 6 Warriors



08/31 - 09/04 Solo FX *Serves 5 Warriors*



09/28 - 10/02 Solo FX *Serves 7 Warriors*



10/04

Kappa Sigma Fraternity Volunteers at Quiet Waters Ranch



10/12 - 10/16 Solo FX *Serves 3 Warriors*



Finances

WQW closed 2020 in a strong financial position – one that ensured continued mission fulfillment through the COVID-19 pandemic while simultaneously preparing for future program expansion. In Q1, the national nonprofit sector began to understand the magnitude of risk that COVID-19 posed. Simultaneously, the WQW team combed through the 2020 Annual Budget, cutting expenses by 33 percent. Such fiscal prudence ensured WQW was able to finance remaining programs during a time of urgent and acute need for our nation's Warriors. This, combined with the generosity of supporters who were willing to invest in WQW's immediate operating needs and long-term vision, made it possible for WQW to achieve significant financial milestones.

The graphs on the right display the sources of income and associated expenses for 2020. With the help of an unexpected and extremely generous donation at year-end, we were able to accomplish the following:

- WQW met our objective of funding the Board Designated Operating Reserve to a level where it can fund six months of operating expenses during in-extremis times. According to the National Council of Nonprofits, less than 25 percent of nonprofits have more than six months of cash in reserve.
- The Henry H. and Marion S. Uihlein Warrior Endowment has reached a balance where it can now fund four to six percent of WQW's annual operating expenses.
- To help resource the growth outlined in WQW's ambitious and achievable strategic plan, WQW established its first Quasi-Endowment. While managed similarly to permanently restricted endowment funds, the Quasi-Endowment is not subject to stipulations of permanent restriction. Rather, its principle and income may be utilized at the discretion of WQW's Board of Directors.

Additionally:

- WQW received nearly \$190,000 in deferred gift annuities, all of which are deposited into a holding account until released by the donor after a minimum of five years. Upon release, these funds will be deposited into the program-focused Henry H. and Marion S. Uihlein Warrior Endowment.
- WQW received nearly \$280,000 in new pledges that will be paid over a series of years.

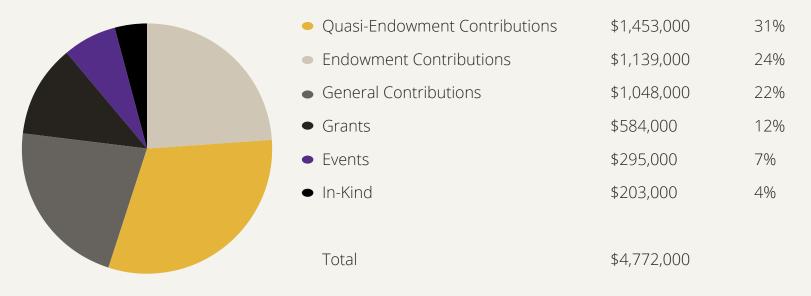
Because of the stalwart generosity of WQW supporters, the Foundation stands ready to meet the evolving and urgent needs of our nation's post-9/11 combat veterans and their loved ones.

Thank you,

Eugene Graf, IV

Figures are unaudited at the time of this publication's printing. Numbers are rounded to the hundredth. If you would like more details on our financials, please contact the WQW office.

2020 REVENUE



2020 EXPENSES



^{*} WQW does not outsource fundraising efforts, keeping the program at the forefront of decisions



Vision for the Future

IMPACT VISION: WQW envisions an America in which a new generation of combat veterans successfully reintegrate* into society.

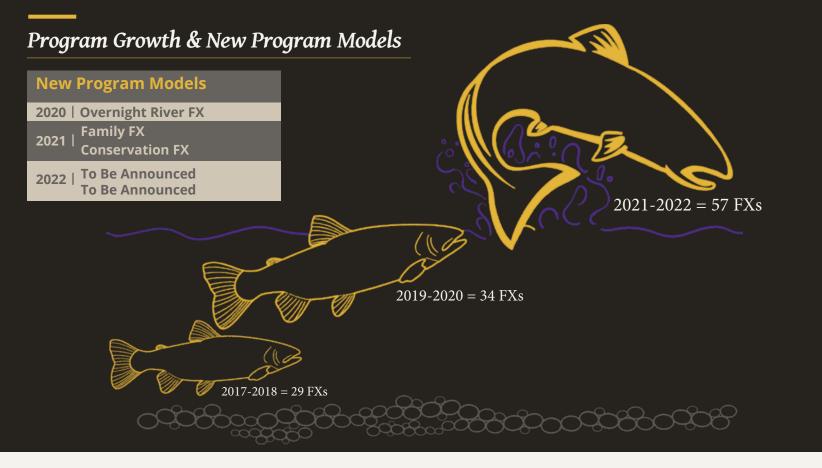
*WQW believes that successful reintegration means a veteran has filled their hierarchy of needs, self-actualized, has a strong identity, and pursues their full potential with a sense of purpose.

ORGANIZATIONAL VISION: WQW is the Veterans Service Organization of Choice for enabling post-9/11 combat veterans to achieve their full potential through Gold Standard Recreational Therapy Programs and Strategic Partnerships.

- WQW combines the power of our People, our Place, and our Resources to deliver life-changing experiences for Warriors and their loved ones.
- WQW focuses on our core fly fishing and other inspirational recreational activities in nature those things we can do better than anyone. We fulfill needs that fall outside our core through collective impact partnerships with like-minded organizations.
- WQW's people embody our Core Values and put Warriors First, Always.
- WQW alumni join a community of fellow Warriors, staff, and volunteers that provides a safe place for Warriors to confront their challenges and seize opportunities for life.
- WQW engages its alumni in progressive experiences that awaken, challenge and empower them to achieve their full potential and pursue a life of purpose.
- WQW employs our donors' resources with discipline and strict stewardship to achieve maximum positive impact for Warrior alumni and their families.
- WQW ensures that the systems, equipment, facilities, people, and processes required to make the organization function are continually assessed and analyzed to identify inefficiencies, improve effectiveness, and increase our impact.
- WQW staff strives to Win Every Day constantly seeking self-improvement and striving to make WQW better every day.

Going forward, this organizational vision serves as our signpost, guiding us toward the organization that we want to be. We are not there yet, but our Strategic Plan outlines the objectives and key results we are pursuing to achieve this vision.





A Renewed Program Evaluation Methodology:

• In 2021 we will partner with Syracuse University's Institute for Veterans and Military Families (IVMF) to update our program evaluation, data collection, and data management plan. This will enable WQW to better collect impact data and communicate our impact to supporters.



Volunteer Initiatives:

- We will increase the number of our active volunteers to meet our expanded program needs, including increasing the number of alumni returning as volunteers in service to their fellows.
- We will seek corporate volunteer partnerships to foster and recruit groups of younger volunteers to ensure one of our most important competitive advantages WQW's volunteers remains viable well into the future.

Strategic Partnerships:

- We will create and employ strategic partnerships with like-minded organizations to meet Warriors' needs through warm handoffs and collective impact ensuring that no matter what the needs of our Warriors are, they gain access to care by walking through WQW's door.
- We will launch a Warrior Case Management program to enable these warm handoffs and ensure Gold Standard Alumni Engagement.

Launch a Custom WQW Mobile App: We will develop and launch a mobile application that will revolutionize long-term Alumni engagement, volunteer coordination, and program management.

Master Facilities Plan: We will develop a long-term Master Facilities Plan that will outline our long-term facilities needs and define the design, construction / modification, and finance requirements to ensure our facilities meet our anticipated program growth requirements.

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