OUR MISSION

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

warriorsandquietwaters.org
A Letter from Interim Executive Director and Board Chair

Warriors and Quiet Waters Foundation (WQW) closed our 13th season with another significant increase in the number of Warriors, Spouses, and Military Caregivers served. Since our inception in 2007, WQW has served 679 unique Warriors, Spouses, Caregivers, and Gold Star teenagers through 123 weeks of programs. We have doubled the number of annual programs since 2015. These increases are possible due to your steadfast and generous support.

Some notable 2019 accomplishments include:

**DOUBLING THE NUMBER OF PROGRAMS FOR FEMALE COMBAT VETERANS.** Women have served with distinction in every U.S. military conflict since the Revolutionary War. They are the fastest-growing demographic within the military, yet remain underserved. To help address this gap in services, WQW hosted two Fishing Experiences (FXs) specifically for 11 women Warriors.

**DOUBLING THE NUMBER OF PROGRAMS FOR MILITARY CAREGIVERS.** While there are thousands of resources for veterans across America, WQW has found that programs specifically for Military Caregivers of post-9/11 combat veterans are few and far between. These men and women often serve in the shadows. The Caregiver FX was inspired to cast light on their lives. WQW hosted two FXs for 13 caregivers, including three alumni who returned in leadership roles.

**AN EXPANDED MISSION.** To serve the loved ones of combat veterans, WQW and the Travis Manion Foundation have partnered to provide a program specifically for Gold Star teenagers. In addition to fly fishing in Montana, these Gold Star teens (children who lost an immediate family member in military service) participated in a conservation project in Yellowstone National Park.

**COMPLETION OF THE QUIET WATERS RANCH CARETAKER HOME.** Through a generous donation by the Yellowstone Club, WQW was able to complete the Caretaker Home, named in honor of Montana native, Medal of Honor recipient, Staff Sgt. Travis Atkins, U.S. Army.

**A NEW STRATEGIC PLAN.** By defining a more comprehensive scope of alumni support and emphasis on deepening relationships, the new strategic plan provides a roadmap for the next three years.

**LAUNCHING A NEW ANNUAL FUNDRAISER.** WQW’s National Advisory Board spearheaded the inaugural Warrior Taste Fest fundraiser. With more than 500 people in attendance, a record number of people were able to connect to WQW’s mission in a single evening.

Without the support of generous donors, gracious corporate sponsors, and hundreds of volunteers, WQW could not fulfill its mission. We continually evaluate programs, processes, and procedures to ensure we are maximizing your investment.

Thank you for your support!

Tom Stiffler, USMC  
Board Chair

Mike Powell, LtCol USMC (Retired)  
Interim Executive Director
2019 At a Glance

138 experiences
Warriors: 84
Spouses: 10
Military Caregivers: 13
Alumni Volunteers: 19
Gold Star Teenagers: 12

Participants were from 27 states plus Puerto Rico

% of Warriors from respective military branches

<table>
<thead>
<tr>
<th>Military Branch</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States Army</td>
<td>71%</td>
</tr>
<tr>
<td>United States Marine Corps</td>
<td>16%</td>
</tr>
<tr>
<td>United States Air Force</td>
<td>8%</td>
</tr>
<tr>
<td>United States Navy</td>
<td>5%</td>
</tr>
</tbody>
</table>

225 Volunteers from 25 STATES

DONATED OVER 15,897 HOURS

SAVING OVER $367,000*

*According to the Independent Sector, the value of volunteer time in Montana is $23.09/hr.
Staff

Mike Powell, LtCol, USMC (Retired)
Interim Executive Director

Gayle Knapp
Development Director

Saul Martinez, SGT, U.S. ARMY (Retired)
Director of Warrior Services

Audrey Chorak
Deputy Director of Warrior Services

Emily Sather
Deputy Director of Development

April Lechman
Marketing and Communications Coordinator

Ryan Olson
Caretaker of Quiet Waters Ranch and Volunteer Manager

Adam Remillard
Controller

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Chair

Ed Brandt
Treasurer

Diane Bristol
Secretary

Jim Collins, Col, USMC (Retired)

Aaron Demro, CPT, U.S. ARMY

Joe Esparza
Eugene Graf, IV

Chris Oliver
Greg Putnam, USN

Ali Ramirez, DPT
Tim Richmond
Nick Dryer
Boardroom Bobcat

National Advisory Board

Richard Black

Troy Downing

Col Eric Hastings, USMC (Retired)

Julie Huebner

Chris Lane

Ann Marie Fox

Jimmy McCain

Jim McCray

Matt McKenna

Peter Nalen

Steve Newberry

Chris Oliver

AshLee Strong

Philip J. Uihlein, Sr.

Fly Fishing Guides:

Jordan Avery
Dave Bess
Kevin Blanchard
Sean Blaine
Ryan Caldwell
Cory Calkins
Phillip Churchill
Dave Corcoran
Josh Duchateau
Tony Follen
Whitney Gould

Grant Grigsby
Nathan Guffey
Shalon Hastings
Jason Heinzroth
Mike Henry
Sky Jones
Tom Kulesca
Dave Kumlien
Nicole LeGault
Jesse LeNeve
Jacquie Nelson

Tucker Nelson
Alice Owseley
Gordon Patton
Terry Quirk
Jerry Schildroth
Kim Smith
Ron Stafford
Ryan Tomczyk
Onno Wieringa

Fly Shop and Outfitter Partners:

Bozeman Family Fly Shop
Fins and Feathers of Bozeman
Firehole Ranch

Headhunters Fly Shop
Kingfisher Outfitters
Bill Lerch Fly Fishing
Montana Troutfitters

Peaks to Prairies
River’s Edge
Three Dog Outfitters
Willow Springs Outfitters

Gear Partners:

Blackhawk
Brook Fishing Equipment
Dr. Slick

Echo
Mystery Ranch
RIO

Simms Fishing Products
SMITH
Stone Glacier
Volunteers

Andrea Adams
Jennifer Ahrens
Kenneth Ahrens
Leslie Allen
Ann Alsted
Nicole Altese
Autumn Archer
Sandi Ashley
Jack Atkins
Jordan Avery
Cameron Belzer
Dave Bergum
Sam Betar
Don Bitz
Kelsey Blackaby
Shayna Blaser
Kyle Blessinger
Connie Bogner
Heidi Borlaug
Jo Borowski
Ed Brandt
Diana Bratlie
Diane Bristol
Joanne Brosten
Diane Bristol
Diana Bratlie
Ed Brandt
Jo Borowski
Heidi Borlaug
Volunteers

Terri Hodgson
Mary Hoagland
Susan Hipp
Thomas Hipp
Karyn Green
Eugen Graf
Erin Graf
Susie Graetz
Trevor Gordon
Chris Golz
Courtney Golz
Sean Gifford
Don McHenry
Patti McKeithan
Eddie Merideth
Susan Mikulaj
Dennis Mikulich
Ramona Miller
Audrey Miller
Harry Miller
Heath Miller
Sara Mines
Foster Mobley
Marsha Montgomery
Don Moyer
Audrey Mueller
Shannon Murray
Susan Murri
Mindy Myers
Peter Nalen
Faye Nelson
Wyatt Nelson
Renata Nichols
Thomas Niemann
Melinda Niemann
Sue Noble
Pam Noel
Chris Nolan
Pat O’Brien
Jacob Olson
Sydney Olson
Jennifer Olson
Shawn Olson
Susan Ottsen
Ivars Ozolins
Chris Palmer
Marsha Patterson
Peter Plankuch
Scott Pogh
Dawn Poindexter
Paul Poindexter
Tyler Powell
Sheila Priester
Greg Putnam
Heidi Putnam
Marcia Raches
Ali Ramirez
Nick Ramsay
Jesse Reyes
Heather Reyes
Alex Rich
Barton Richards
Sandy Richards
Tim Richmond
Lee Rimkus
Lynn Rinehart
Jill Risinger
Ryan Risinger
Grace Risinger
Keith Risinger
Dan Ritter
Freida Robertson
Mimi Roser
Mike Ross
Nancy Rote
Nancy Sander
Don Sander
Nancy Rote
Mike Ross
Nancy Rote
Nancy Sander
Don Sander
Nancy Rote
Mindy Speer
Patti Spillman
Fred Spillman
Patricia Stabler
Terri Stanton
Jeren Starr
Heather Stewart
Tom Stiffler
Brett Stoker
AshLee Strong
Kathleen Sullivan
Moyer
Lynn Swain
Kit Taylor
Jenny Thuen
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Tracy Thurman
Alice Todd
Matthew Town
Brandi Travis
Brian Troth
Judy Tsiang
Brynn Turcotte
Philip Uhlein
Cecilia Vaniman
Don Vaniman
Jim Wallace
Nancy Wallace
Nettie Warwood
Lynn Weidinger
Larry Weidinger
Ian Welch
Page Wess
Tanny Wham
Phyllis Wiersma
Celinda Williams
Milt Yagel
Paul Young
Susan Ziegler
Andre Zollars

Warriors & Quiet Waters 2019 Annual Report | 5
Growth, Expansion, Evolution
2007–2019

<table>
<thead>
<tr>
<th>Year</th>
<th># of Fishing Experiences</th>
<th># of Participants Served</th>
<th>Milestone</th>
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<td>2007</td>
<td>6</td>
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<td>First Fishing Experience (FX) July 2, 2007</td>
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<tr>
<td>2008</td>
<td>38</td>
<td>38</td>
<td>Launched first Couples FX</td>
</tr>
<tr>
<td>2009</td>
<td>38</td>
<td>38</td>
<td>Established WQW’s Board of Directors</td>
</tr>
<tr>
<td>2010</td>
<td>40</td>
<td>40</td>
<td>Debuted award-winning film Not Yet Begun to Fight</td>
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<tr>
<td>2011</td>
<td>50</td>
<td>52</td>
<td>Transitioned from volunteer-run organization to a professional staff</td>
</tr>
<tr>
<td>2012</td>
<td>52</td>
<td>52</td>
<td>Adopted first multi-year strategic plan</td>
</tr>
<tr>
<td>2013</td>
<td>64</td>
<td>64</td>
<td></td>
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Launched quiet phase of Home for Healing capital campaign

Inaugural National Advisory Board formed

Executed theory of change exercise to gather qualitative data and further understand the impact our programs have on the participants

Completed Home for Healing capital campaign

Purchased Quiet Waters Ranch to maximize logistical efficiency while increasing the number of FXs and participants served annually

Implemented surveys assessing the key outcomes of an FX from the WHO Quality of Life Survey

Completed interior and exterior accessibility modifications

Quiet Waters Ranch becomes official base of operations

Launched public phase of the Home for Healing capital campaign

Launched the first all-female and first Military Caregiver FXs

Served a record number of program alumni in follow-up programs or in a volunteer capacity
Finances

Thanks to over 1,550 individuals, businesses, and foundations who supported Warriors and Quiet Waters (WQW) in 2019, the foundation’s financial health remains strong. This enables WQW to provide Gold Standard programs, rooted in the therapeutic benefits of fly fishing.

Compared to previous wars, veterans returning from Operation Iraqi Freedom and Operation Enduring Freedom are more likely to have combat-related conditions of post-traumatic stress, traumatic brain injury, visual impairments, and/or amputations. Only recently have practitioners begun to document the positive outcomes of participation in outdoor recreation programs — something WQW’s founder, U.S. Marine Colonel (Retired) Eric Hastings, has known since returning from the Vietnam War. To provide a more complete scope of support for post-9/11 combat veterans and their loved ones, WQW invests in core mission support including:

PRUDENT FISCAL MANAGEMENT: Strong strategic finances and accounting that enable Gold Standard programs. An annual certified independent audit.

INNOVATIVE TECHNOLOGY: A database conversion to amplify program effectiveness, facilitate collaboration, and streamline participant recruitment and placement. This implementation was a one-time, long-term investment with the Warriors’ best interest in mind.

KEEPING PEOPLE AT THE HEART OF PROGRAMS: To ensure the best participant experience possible, WQW maintains high standards of professionalism through progressive human resource practices and talented and engaged staff.

The graphs on the right display the sources of income and associated expenses for 2019. The explanation for the difference between total revenue and total expenses is:

• We received approximately $57,000 in planned gifts, all of which are held until released to the program-focused Henry H. and Marion S. Uihlein Warrior Endowment Fund.
• We received a $300,000 donation to complete construction of the Staff Sgt. Travis Atkins, U.S. Army, Caretaker Home.
• Over half of the $2.7 million donated by individuals were permanently restricted endowment contributions.

WQW is proud to announce that the investment return on the maintenance and management endowment account covered 100% of Quiet Waters Ranch expenses in 2019. In-kind donations made up 10% of revenue. Tracking contributions of goods and services represents the true cost of executing WQW’s mission. These generous donations by people and businesses from across the country make your dollar go further. It is an honor to celebrate everyone who shares their time and resources to enhance WQW’s mission. With continued diligence and prudent management, WQW is in a good position to continue serving Warriors and their loved ones, today and into the future. Your support makes this possible.

Ed Brandt, Treasurer

Figures are unaudited at the time of this publication’s printing. Numbers are rounded to the nearest hundredth. If you would like more details on our fiscal year financials, please contact the WQW office.
“An FX with Warriors and Quiet Waters is a life-changing experience for a combat veteran. It’s not about the fishing, though it is both wonderful and therapeutic — it’s about the family of great volunteers that support the Warriors during and after the event. Truly remarkable.”

—Ken Ahrens, SMSgt, USAF (Retired), WQW Participant and Alumni Volunteer
Individual Donors

Thank you to the following donors whose meaningful contributions assist post-9/11 combat veterans in their very personal wellness journeys. This list includes in-kind contributions and pledges. Space limitations prevent us from listing the many people who made donations under $250.

Dale Anderson, Ronald and Barbara Adlington, Gina Albin, Anonymous, Sumner and Carolyn Atkins, Jack and Elaine Atkins, Gene and Jo-Anne Atwater, Matty and Barbara Bakken, Arthur and Mary Barbiche, Laura Barker, Alvin Barlow, Tim and Mary Barnard, Colonel and Mrs. Robert (Andy) Beeler, Barbara Beller, Tonia and Vail Bello, Martha and Anthony Biel, Don Bitz, Dick and Shirley Blackwell, Amber and Timothy Blazina, Robin and Pipper Bole, Jim and Jo Borowski, Steven Box, Paul Boylan, Austin and Martha Boyle, Tom and Elva Brady, Col Daniel M. 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