




WARRIORS AND QUIET WATERS FOUNDATION

Annual Report

2015

A photograph of two men fishing in a field. The man on the left is wearing a blue jacket, light blue jeans, and a tan cap. He is holding a fishing rod and has his hand on the shoulder of the man on the right. The man on the right is wearing a brown jacket, brown pants, and a white and orange cap. They are standing in a field of tall grass with trees in the background.

"I've avoided hunting and fishing because I was terrified I'd poison those experiences with my messed up mind set. Being with you guys last week, convinced me that I may have a bad day but it won't ruin those things for me."

— SENIOR MASTER SERGEANT, USAF



Photo: Michael J. MacLeod



Photo: Michael J. MacLeod

Letter From Chair & Executive Director



2015: A Year of Profound Change, Growth and...Consistency

Did you ever have a time in your life when so much changed and you grew in such profound ways that you worried you might become “unhinged”? 2015 brought innumerable opportunities for Warriors and Quiet Waters Foundation (WQW). In fact, the year bore witness to so many accomplishments that a complete annual review is simply not possible in this short opening summary!

We have a myriad of positive “firsts” to report from this year: the inauguration of an Alumni Companion program model that provides enhanced support to the individualized long-term healing of combat-wounded veterans (see page 11); a national wader partnership with Simms Fishing Products; receiving an exceptionally competitive “Newman’s Own Award”; the establishment of key audit, governance and strategic planning committees; volunteer appreciation events, etc., etc. We also:

- Strategically launched a \$7M “Home for Healing” Capital Campaign, raising \$6.2 M to date (see page 8);
- Profoundly altered our dependency upon transient rental accommodations by purchasing Quiet Waters Ranch. Located just 15 minutes from Bozeman, this six-bedroom home sits atop 112 peaceful acres. ADA compatible renovations are underway along with the development of two fishable ponds;
- Established the Foundation’s first two endowments that will facilitate management of Quiet Waters Ranch and program operations in perpetuity, thus strengthening WQW’s financial sustainability;
- Assembled and facilitated our first National Advisory Board to expand our footprint of national awareness and mission support;

- Hired our first Annual Fund Manager in Emily Wallace based on a Feasibility Study recommendation to increase fundraising staff in order to conduct a successful capital campaign;
- Permanently hired our new Executive Director in Faye Nelson;
- Filled the Development Director position vacated by Faye with Gayle Whittenberg;
- Hired our first Director of Warrior Services in Saul Martinez, Sgt U.S. Army (Retired), 2009 WQW Alumnus, to professionally recruit warriors, monitor their WQW experience, and provide follow-up service to ensure long-term, positive change in their lives.

As we reflect upon a watershed year, a constant thread remains woven among all this growth - the singular objective to bring hope, camaraderie and serenity to those wounded in combat, their spouses and, by extension, their families and caregivers. Fly fishing remains at the heart of WQW’s programs and continues to be the catalyst for positive change as seen in the year’s 79 warrior and spouse participants. The list and the blessings seem endless! But please—read on to enjoy a detailed review of the year and get to know some of the people we “serve.” Our donors, volunteers and warriors—servants all—have our unbounded gratitude.

Eric Hastings
ERIC HASTINGS, COL, USMC (RET)
EMERITUS BOARD CHAIR

Faye Nelson
FAYE NELSON
EXECUTIVE DIRECTOR

“Thanks for getting me up to Montana for that trip...Really pulled me out of a bad place and literally changed my outlook on life. Because of it, I’m getting my house packed up and moving back to Missouri to be closer to my family. That trip really made me miss being around people that truly care....[S]ince being back, I feel like I have a better appreciation for life and a better outlook on what’s to come.”

— SERGEANT BEN,
US ARMY

“Thank you for making me feel loved and a part of the WQW family! You have all changed my life! My wife says I came back a whole new person and it really helped me in my recovery!”

— LANCE CORPORAL
FENLEY, USMC

OUR VISION

We envision an America in which a new generation of traumatically injured combat veterans successfully reintegrates into society.



OUR MISSION

Through the experience of fly fishing in Montana, WQW is a catalyst for positive change in the lives of post-9/11 combat veterans.

Photo: Michael J. MacLeod



WARRIORS AND QUIET WATERS FOUNDATION

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(406) 585-WQWF(9793) • info@warriorsandquietwaters.org

warriorsandquietwaters.org

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“Thank you so much for taking such wonderful care of my husband. He had a amazing time and has been beaming for a week.”

—MRS. TROST, WARRIOR SPOUSE

“Thank you for giving me a hand out of the darkness and giving me an opportunity to witness and help with other warriors and their Montana experience.”

— SERGEANT HEROLD, USMC

146
volunteers
TO FACILITATE
79
warriors & spouses



Annual Fund Gifts & Pledges

*DONORS, your **loyalty** reflects a core military value - one we hold in high regard. Thank you to everyone who has given generously - your support made it possible to expand and enhance the long-term support of the warriors we “serve.” Space limitations prevent us from listing the many supporters who made gifts under \$100.*

\$ 50,000 +

The Kendeda Fund – Oak Foundation – Mary Elizabeth Ross

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WQW is not affiliated with any other veteran service groups so your contributions make a big impact on an organization like ours.

If your name is missing or incorrect, we apologize for the error. Please contact us with corrections.

Introducing Quiet Waters Ranch



Photo: Michael J. MacLeod

Capital Campaign – We are thrilled to announce that having a home of WQW’s own has gone from a long-time dream to reality.

In May 2015, WQW purchased a 112-acre property near the foothills of the Bridger mountain range north of Bozeman! Since the Foundation’s inception, lodging has served at the heart of every Fishing Experience (FX). Here, warriors find themselves in a peaceful environment, surrounded by loving volunteers in a setting far removed from hospitals, doctors, and the rigors of combat. **Our new home, Quiet Waters Ranch, will enable WQW to:**

- **Provide warriors with accommodations in which all physical barriers are gone**, maximizing security, camaraderie and serenity within the ADA-accessible home and among participants.
- **Be more organizationally efficient.** Changing locations each FX is both time and resource intensive, requiring a different set of logistics for every FX and resulting in an inconsistent warrior experience. A dedicated facility offers consistency from program week to program week.
- **Invest in programs rather than facilities.** A fluctuating vacation rental market means no guarantee from year to year of available space at an affordable price.
- **Eliminate the “no’s.”** If we grow the program but don’t have a place to house people, we will have to refuse service to more wounded veterans. A home of our own

eliminates the occurrence of qualified participants being told to “re-apply next year” at a time in their lives when intervention may literally be key to their survival.

Shortly after the purchase of Quiet Waters Ranch, the quiet phase of the \$7M “Home for Healing” Capital Campaign was launched. Thanks to the remarkable generosity of our far-reaching community, we have reached \$6.2M in pledges and gifts!

The Capital Campaign has four critical funds: Property Purchase (\$3M), Renovations & Improvements (\$1.5M), Maintenance & Management Endowment (\$1.5M), and Annual Operating Program Endowment (\$1M). At the close of 2015, the remaining \$900,000 needed will be allocated to the Maintenance & Management Endowment and the Renovations & Improvements Fund.

Capital Campaign Donors

WQW would like to sincerely thank the following friends who have made gifts and/or pledges to the “Home for Healing.” Space limitations prevent us from listing the many supporters who made gifts under \$250.

\$1,000,000

Anonymous – Anonymous

\$500,000 – \$999,999

The Roger and Rosemary Enrico Foundation

\$250,000 – \$499,999

Ruth and Vernon Taylor Foundation

\$100,000 – \$249,999

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The Kendeda Fund – James and Bea Taylor

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Ed and Barbara Brandt

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\$500 – \$999

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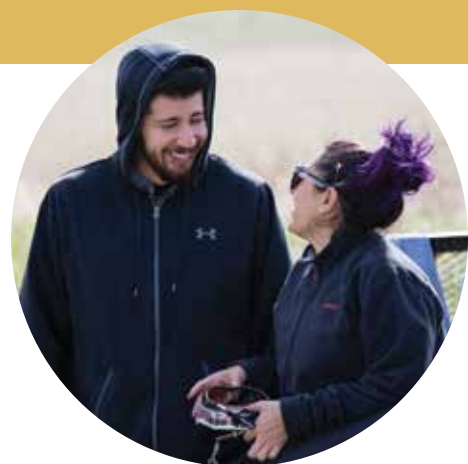
If your name is missing or incorrect, we apologize for the error. Please contact us with corrections.



WQW Alumni Programs

The Alumni Program provides enhanced support to the individualized, long-term healing of WQW combat-wounded veterans.

As a result of their sustained involvement, alumni warriors experience diminished anxiety and greater trust in others, therefore many of them are uniquely qualified to help other veterans and become more confident leaders.



COUPLES FISHING EXPERIENCES

Couples events are a unique opportunity for warriors to return to the serenity of Montana in the company of their spouse or partner. Couples events recognize the unique challenges of post-combat relationships and that finding quality time to spend with each other can be a significant barrier to the healing process in day to day living.

Program Review

**79
SERVED
IN 2015**

**MARINE
CORPS - 51%**
34 warriors

ARMY - 40%
27 warriors

NAVY - 7%
5 warriors

AIR FORCE - 1%
1 warrior

ACTIVE DUTY - 21%
14 warriors

**PURPLE HEART
RECIPIENTS - 48%**

As we reflect upon the program year, we honor each of the 67 warriors and 12 spouses who said “yes” to creating positive change in their lives by participating in a Warriors and Quiet Waters (WQW) therapeutic Fishing Experience (FX).

FX-1 welcomed six alumni warriors back to Montana, united with their spouses, for a **Couples FX**. Here, a spring snowstorm surprised everyone with 8 inches of snowfall at Grey Cliffs Ranch on the Lower Madison River. FX-2 welcomed six new warriors to the peaceful Riverstone Lodge nestled on the Boulder River between the Beartooth and Absaroka Mountain Ranges for a **Solo FX** hosted by CVR Energy. Our second Couples FX brought us back to Grey Cliffs Ranch for FX-3. Elk Meadows Ranch, in the upper Madison Valley, was the site of FX-4 and was hosted by Bob and Annie Graham. This was a particularly momentous week for WQW as it marked the launch of the Foundation’s first **Alumni FX**. The alumni program was designed to offer enhanced support to the individualized, long-term healing of program participants. By pairing returning warriors with a combat-wounded service member experiencing their first FX, alumni are able to uniquely assist their fellows in developing a sense of belonging, brotherhood, trust, and a positive outlook. Big River Lodge, hosted by Roger Enrico, was the site of FX-5 and WQW’s second **Alumni FX**. We returned to Elk Meadows Ranch for FX-6 and the unique opportunity to fish O’Dell Spring Creek thanks to Jeff Laszlo of the Granger Ranch and Jim Wellington of the Longhorn Ranch. FX-7 was WQW’s third **Alumni FX** and was hosted at Big River Lodge, along with **Solo FX**’s -8 and -9. The success of WQW’s Alumni FX mentorship program was greeted with remarkable feedback from warriors and volunteers. We look forward to continuing this mentorship model in the new program year.

In addition the aforementioned lodging and landowner partners, we give thanks to the following supporters for their hospitality: Burns Ranch LLC - Kirkwood Resort & Marina - Ken Le Clair & Holly Brown - Running Elk Ranch - Yellowstone Holiday RV Campground

Participation in an FX may be the first time a warrior has asked for, or accepted, help. It may be their first time stepping onto the path of emotional or spiritual healing. For these new beginnings to take place, we give thanks to our business supporters, landowner partners, dedicated volunteers and generous donors. You make it possible for combat-wounded service members to find peace and serenity through fly fishing.

On a Couples Fishing Experience, warriors and their spouses get to spend uninterrupted days on the water mending lines, and hearts, one cast at a time.





Warriors and Quiet Waters Foundation (WQW) is a Bozeman based nonprofit that serves the nation’s combat-wounded. The six-day Fishing Experience (FX) is WQW’s core recreational activity and therapeutic program. Each FX brings pre-qualified warriors to southwest Montana for a week-long program of fly fishing and relaxation in the peaceful landscape characteristic of the Rocky Mountains.



WQW believes that the “catch and release” method of fly fishing is a powerful antidote to war.

Participants come from all branches of military service, limited to those who have been combat-wounded and/or are currently struggling socially or professionally due to mental health conditions or traumatic brain injuries acquired during post-9/11 combat operations. Reintegration challenges include and are not limited to: physical limitations, depression, anxiety, sleep deprivation, distrustfulness, anger, strained personal relationships, transitioning from military to civilian employment, and loss of “the brotherhood.”

Selected participants travel to Bozeman from across the United States to learn the craft of fly fishing while applying their new found skills on some of the most pristine, blue ribbon waters of North America. WQW provides travel/airfare, lodging and meals all at no cost to the warrior. WQW also provides each warrior with fly fishing equipment and professional instruction. By returning home equipped with gear, warriors are able to continue the sport independently and with confidence.

SHORT-TERM OUTCOMES

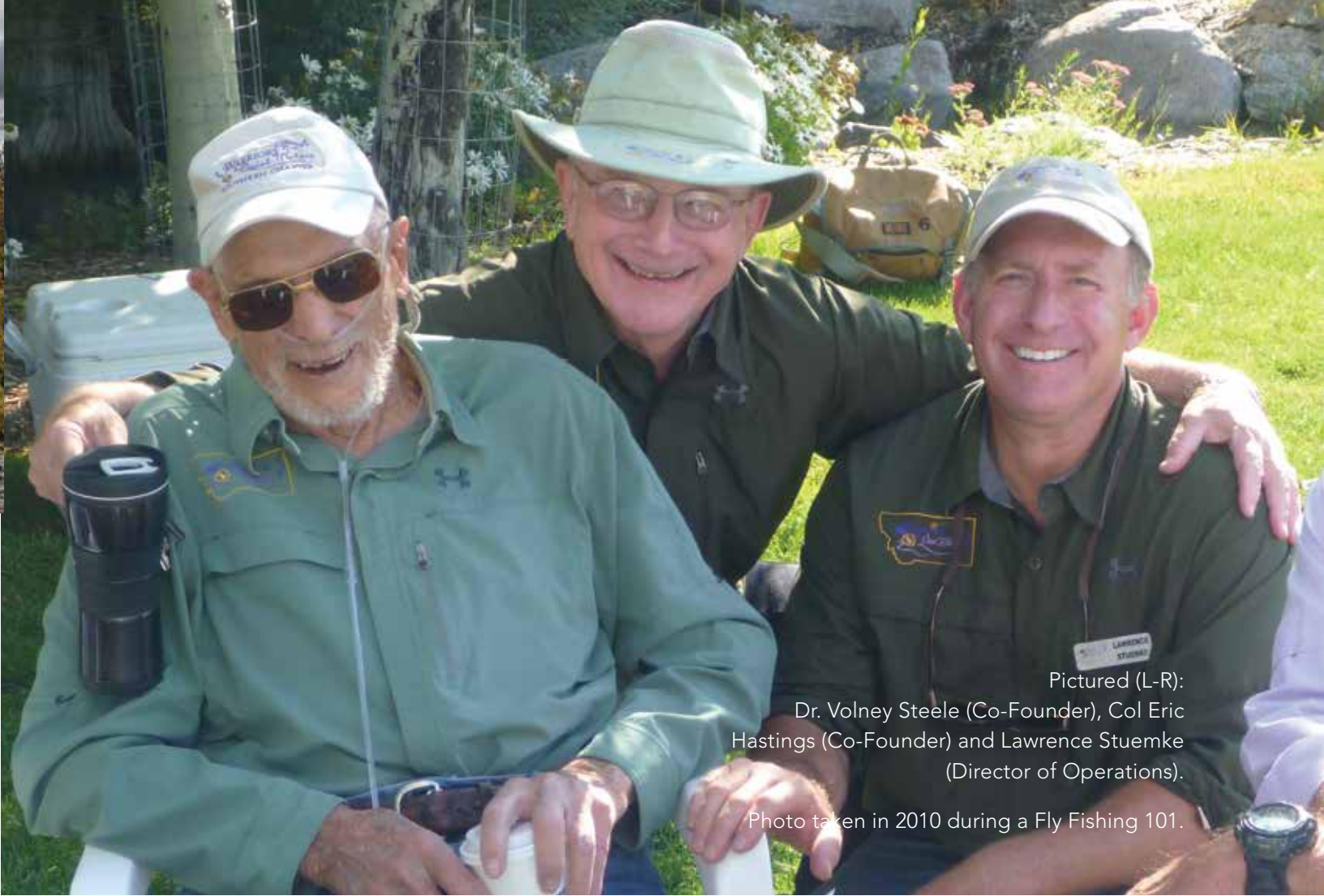
warrior participants often demonstrate:

- Improved mood
- Enhanced sense of camaraderie
- Greater trust in others
- Deeper desire for positive change in their future
- Improved management of physical limitations

LONG-TERM OUTCOMES

warrior participants often report:

- Better mental health
- Improved employability
- Healthier relationships
- Greater sense of purpose



Pictured (L-R): Dr. Volney Steele (Co-Founder), Col Eric Hastings (Co-Founder) and Lawrence Stuemke (Director of Operations).

Photo taken in 2010 during a Fly Fishing 101.

Honoring the life of Co-Founder, Friend and Mentor

Volney W. Steele, M.D. — December 23, 1922 - December 23, 2015

Warriors and Quiet Waters Foundation was born when Col Eric Hastings and Dr. Volney Steele learned they shared a vision of bringing warriors with visible and unseen wounds acquired during recent wars in Afghanistan and Iraq to Montana in order to experience the peace and hope that Hastings and Steele mutually found through fishing. In July and September of 2007, Hastings, Steele and dozens of other dedicated volunteers brought WQW’s first two groups of traumatically combat-injured

veterans to Bozeman. Since then, the Foundation has served more than 450 combat-wounded veterans and their spouses. Dr. Steele influenced many people throughout his life, notably the family of WQW volunteers, warriors, spouses, and supporters. We loved and appreciated Volney’s humor, leadership, and uncountable contributions to the Foundation.

“You have saved my life in every way possible. I will never give up”

— STAFF SERGEANT, US ARMY MEDIC



Photo: Michael J. MacLeod

Finances

WQW is pleased to report that the organization has completed 2015 on very firm financial ground.

This year brought a more complex chart of accounts due to the “Home for Healing” Capital Campaign and owning real estate for the first time (see page 8). In our Reviewed Financial Statements and IRS Form 990 (out in Spring 2016), you will see categories such as “permanently restricted funds” representing endowment gifts and pledges, “temporarily restricted funds” representing those earmarked for the purchase of the property and the renovations of the home, and pledge balances as part of our income. For the purposes of this Annual Report, we want to keep things as simple as possible for you on the opposite page you will find two “cash in - cash out” graphs.

The numbers reflected in the top graph are revenue and expenses including those associated with the Capital Campaign. **The explanation for the nearly \$5,000,000 difference between total revenue and total expenses is:**

1. We received \$3,000,000 in donated income for the purchase price of Quiet Waters Ranch, part of the Capital Campaign; however, that \$3,000,000 is not reflected in the expense total because real estate is considered an asset instead of an expense.
2. We received \$1,526,200 in donated income for endowment contributions, part of the Capital Campaign; however, there are not significant expenditures associated with endowments due to the fact their principal is held for the primary purpose of earning interest income.
3. The remaining \$500,000 in revenue that appears to be a net profit will be expended in 2016 on ADA renovations and furnishings for Quiet Waters Ranch.

The numbers reflected in the bottom graph reflect WQW’s 2015 annual operating program only; it does not include capital campaign income or expense.

If you would like more details on our fiscal year financials, please contact the WQW office. As always, the Board and staff thank you for your steadfast support of our work to create positive change in the lives of post-9/11 combat-wounded veterans.

TOM FULTON, TREASURER

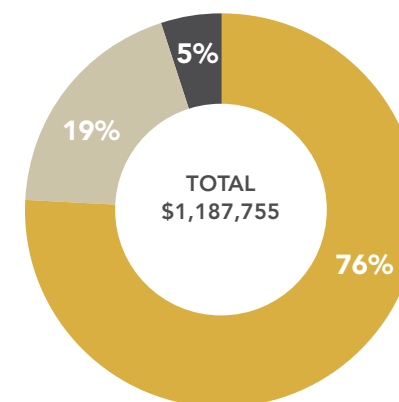
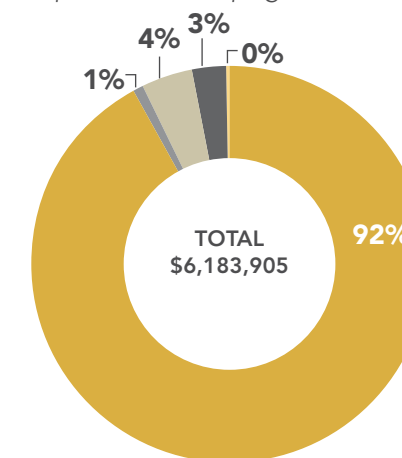
Figures are unaudited at the time of this publication’s printing.

Figures including Capital Campaign:

Please see explanation on page 14

Income

- \$5,668,394 INDIVIDUALS
- \$37,059 EVENTS
- \$304,690 IN-KIND
- \$169,700 GRANTS
- \$4,062 OTHER



Expenses

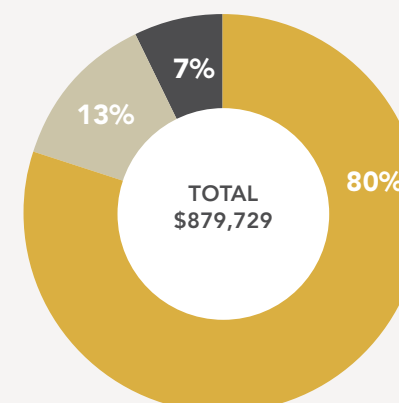
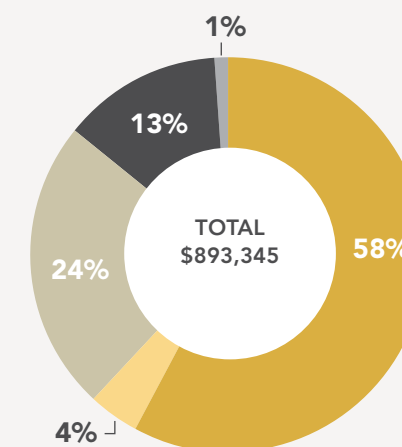
- \$895,830 PROGRAM
- \$230,095 FUNDRAISING
- \$61,829 ADMINISTRATION

Annual Operations Figures:

Reflect 2015 annual operating program only

Income

- \$520,112 INDIVIDUALS
- \$37,059 EVENTS
- \$217,412 IN-KIND
- \$114,700 GRANTS
- \$4,062 OTHER



Expenses

- \$700,165 PROGRAM
- \$117,735 FUNDRAISING
- \$61,829 ADMINISTRATION



INTRODUCING The Col Eric and Jean Hastings LEGACY CIRCLE

“Legacy” is a concept that reminds us what we’ve learned from the past, how we live in the present, and how to build for the future. When we leave a legacy, we leave some of our “selves” - our experiences, ideas, values, and personal example - in the minds and hearts of others.

That’s what Warriors and Quiet Waters Foundation had in mind when naming our legacy circle, or planned giving society, after Eric and Jean Hastings.

Charitable gifts to the Col Eric and Jean Hastings Legacy Circle will celebrate the values the Hastings’ have brought to Warriors and Quiet Waters Foundation as founders and devoted volunteers, while simultaneously providing a sustainable future for therapeutic programming in service to combat-wounded veterans.

An extra special thanks to those who have already made a legacy donation to WQW:

- Ed and Barbara Brandt
- William Kuiper and Dr. Karen Frieberg
- Arthur B. Coffin
- Philip J. Uihlein, Sr.
- Eric and Jean Hastings

For more information on planned giving:
please contact development director,
Gayle Whittenberg at 406-585-9793 or
gayle@warriorsandquietwaters.org



Photo: Michael J. MacLeod



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