Mike Delancey grew up playing sports. The former Marine is now coaching the next generation of aspiring sports stars in his hometown.
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**LANCE CORPORAL MIKE DELANCEY**

**HOMEtown: Pinellas Park, Florida | Coach**

“I still coach. It’s just harder to show the kids by example.”

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HOMESTOWN: Pinellas Park, Florida | Coach

LANCE CORPORAL MIKE DELANCEY

“I still coach. It’s just harder to show the kids by example.”
The men and women we serve live in communities just like yours and mine. They may be a youth baseball coach, a firefighter, a stockbroker, or an entrepreneur. And though they represent just a small percentage of all Americans, the sacrifices these individuals have made far outweigh their numbers. They are the courageous women and men who have paid the cost of freedom in the wars in Iraq and Afghanistan. They are the Wounded Warriors we so proudly serve. And we are very pleased to report that in fiscal year 2011, Wounded Warrior Project™ (WWP) has served them more effectively than ever. Consider these achievements:

• 77% increase in registered Alumni served
• 157% increase in the number of warriors participating in at least one WWP event
• 99% Alumni satisfaction with WWP events and services
• 39% increase in the number of visits made by certified peer mentors
• House passed and Senate VA committee adopted our legislative draft to improve VA-supported rehabilitation for those living with traumatic brain injury (TBI)
• Warriors placed in full-time employment exceeded the yearly goal by 110%
• 5 new WWP offices opened to reach warriors where they live

Financially, WWP is on solid ground. We have invested in the IT infrastructure needed to develop and deploy enhanced technologies that engage a greater number of warriors and supporters in the WWP community. In addition, we opened five new offices to serve warriors in their communities as well as our new headquarters in Jacksonville, Florida, consolidating our staff in a single facility that will improve communication and efficiency while allowing for future growth.

And make no mistake, the work that lies ahead of us will be just as important as it has been in the past. Many of our nation’s wounded service members will require a lifetime of care and assistance, often outliving their devoted caregivers. Both the visible and the invisible wounds of war will remain with us. And so will Wounded Warrior Project. To those who support our mission, we offer our profound gratitude. And to those who will benefit from our work for many years to come, we offer our prayers, our toil, and our undiminished devotion to remaining at your side on your courageous journey.

A LETTER FROM THE EXECUTIVE DIRECTOR AND BOARD PRESIDENT

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OUR MISSION
To honor and empower wounded warriors.

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

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

OUR HISTORY
Wounded Warrior Project (WWP) began when several veterans and friends, moved by stories of the first wounded service members returning home from Afghanistan and Iraq, took action to help others in need. What started as a program to provide comfort items to wounded service members has grown into a complete rehabilitative effort to assist warriors as they recover and transition back to civilian life.

OUR PROGRAMS
Our programs are uniquely structured to nurture the mind and body, and encourage economic empowerment and engagement.

HOMETOWN: LAWRENCE, MASSACHUSETTS | FATHER
STAFF SERGEANT CARLOS DE LEON
“My family is my pursuit of happiness.”

77% increase in registered Alumni served
157% increase in the number of service members participating in at least one WWP event
99% have met and/or worked with WWP events and services
5 new WWP offices opened to reach warriors where they live

Introduction
MIND: FINDING PEACE AND PURPOSE

The mind of a warrior holds both unique experience and infinite possibilities. Wounded Warrior Project strives to help injured service members find both peace of mind and a purpose for the future. Our programs aim to help them become well adjusted through support that aids in overcoming the many challenges of readjustment. Interactive programs, outdoor retreats, peer support, and professional services give warriors the resources they need to pursue goals and realize dreams.

WWP PROGRAMS

- COMBAT STRESS RECOVERY PROGRAM
- PROJECT ODYSSEY™
- RESTORE WARRIORS™
- FAMILY SUPPORT
- MY CARE CREW

Please visit our website, woundedwarriorproject.org, for detailed information about our programs.

HOMETOwN: jACkSONviLLE, FLOridA | yOgA STudENT

98% of participants in family support retreats learned self-care techniques

100% of participants in family support retreats developed new coping skills

STAFF SERGEANT DAVID DAUGHERTY

“(WWP) saw something in me and expressed belief in me at a time when I didn’t believe in myself.”
Body: A Holistic Approach to Physical Health & Wellness

Healing the physical wounds of war is the battle beyond the battlefield. Wounded Warrior Project is dedicated to supporting the indomitable spirit of injured service members through adaptive sports, physical-health strategies, rehabilitation, and recreational activities that help warriors adapt to life after they’re injured. Time and time again, warriors respond with the same courage and honor that distinguished them in combat. They fought for our freedom and independence; we help them fight for theirs.

+ Physical Health & Wellness
+ Soldier Ride
+ WWP Backpacks and Transitional Care Packs

Please visit our website, woundedwarriorproject.org, for detailed information about our programs.
ECONOMIC EMPOWERMENT: REPAYING THOSE WHO PAID THE PRICE OF FREEDOM

Our neighbors who answered the call of duty often return home to bleak economic prospects. WWP economic empowerment programs seek to help our nation repay the debt we owe to our injured veterans. Through educational opportunities, campus services, career services, and assistance with the transition to the civilian workplace, our programs arm those we serve with the power to take control of their financial lives. The growth and success of these programs are testimony to our warriors’ desire to seek intellectual growth and financial success and stability.

+ “TRACK”
+ “CAMPUS SERVICES”
+ “TRANSITION TRAINING ACADEMY”
+ “WARRIORS TO WORK”

Please visit our website, woundedwarriorproject.org, for detailed information about our programs.

STAFF SERGEANT JERRY MAJETICH

“\(^I\)’ve got children who look up to me, and I want to make sure they have the opportunities they deserve.”

HOMETOWN: KENNEWICK, WASHINGTON | STOCKBROKER

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HOMETOWN: KENNEWICK, WASHINGTON | STOCKBROKER
ENGAGEMENT: BUILDING A NEIGHBORHOOD OF WARRIORS

If you ask Wounded Warriors what one thing is most important to their recovery, chances are the answer will be making connections with other Wounded Warriors. And that’s exactly what WWP engagement programs foster. While many of us may know a Wounded Warrior in the neighborhood, WWP works to build a neighborhood among injured service members themselves that stretches across the nation and around the globe. Our support of injured service members begins by delivering practical comfort items on the battlefield and at US military hospitals in Germany for US service members undergoing rehab there.

- **ALUMNI**
- **CONNECT WARRIORS**
- **BENEFITS SERVICE**
- **INTERNATIONAL SUPPORT**
- **PEER MENTORING**
- **WWP RESOURCE CENTER**
- **WARRIORS SPEAK**

Please visit our website, woundedwarriorproject.org, for detailed information about our programs.

HOMETOWN: CORAL SPRINGS, FLORIDA | FIREFIGHTER

**SERGEANT JASON BUSH (CENTER)**

“Being around other Wounded Warriors is empowering. It’s a newfound brotherhood.”
POLICY & GOVERNMENT AFFAIRS: MAKING OUR NATION WORK FOR ITS DEFENDERS

More than 2 million of our neighbors and friends have served in the wars in Iraq and Afghanistan. And WWP believes they need a voice in proportion to the sacrifices they have made. That’s why we regularly work with Congress and the federal government to create, advocate, and lobby for legislation, regulations, and programs that support wounded service members and their families. We speak out for the policies that will serve our injured service members both today and long into the future.

POLICY

WON House-passed and Senate VA committee adopted our legislative draft to improve VA-supported rehabilitation for those living with TBI

Surveyed over 1,000 warriors and caregivers to inform oversight efforts and policy direction

CAPTAIN DAWN HALFAKER

“Too many warriors are falling through the cracks, and gaps between policy and practice remain far too wide.”

HOMETOWN: SAN DIEGO, CALIFORNIA | ENTREPRENEUR
WOUNDED WARRIOR PROJECT

BOARD OF DIRECTORS

RON DRACH, President

ANTHONY ODIERNO, as a member of the Advisory Board for Humana Military for OIF/OEF soldiers and families. She also participates on the Secretary of Veterans Affairs Committee, advising the committee chair on key defense matters.

DAWN HALFAKER, Vice President

Wounded in combat near Baghdad in 2004, Army Staff Sergeant Dawn Halfaker lost both legs and partial vision in her good eye. In 2009, she founded the Legacy Fund, a non-profit organization that raises funds to help injured service members and their families. She serves on the President’s Committee on Employment of People with Disabilities, theAdvisory Board for the National Coalition of Homeless Veterans, and others.

ANTHONY ODIERNO, Secretary

While serving in Iraq, US Army First Lieutenant Anthony Odiero was severely injured by a rocket-propelled grenade attack that separated him from his platoon. He served as an operations officer and advisor to a battle group during Operation Iraqi Freedom. Today, she works as a certified professional with the International Institute for Management Development.

CHARLES ABELO

Leonard K. Stern School of Business and today serves as the chairman of the New York City Health and Hospitals Corporation. He earned an MBA from New York University’s Stern School of Business and a juris doctor degree from New York Law School.

ROGER CAMPBELL

A Vietnam veteran, Charles Battaglia spent 25 years as a career military officer. He served in various assignments as a member of the Senate Committee on Veterans Affairs. He was also staff director of the Senate Select Committee on Intelligence and staff director of the Senate Select Committee on Intelligence.

ANTHONY PRINCIPI

In a combat-disabled veteran from the Vietnam War, John is a specialist in the Veterans Health Administration’s Prosthetics Service. While employed with the VA, John was responsible for creating one of the most sought-after prosthetics specialists in the country.

KEVIN DELANEY

After being decorated by President George W. Bush, Guy McMichael III began a career in public service and has held numerous positions in the federal government. He has also served as a staff director of the House Committee on Veterans’ Affairs.

ROBB VAN CLEAVE

With more than 20 years of human-resources management experience and a unique perspective to the board, he also served as an air mobility commander for the 10th Air Force. Mr. Van Cleave recently became the Vietnam Veterans of America’s National Commander in Chief, leading the organization’s efforts to support veterans and their families.

GORDON MANSFIELD

The Honorable Gordon Mansfield served as the deputy secretary and acting secretary of the Department of Veterans Affairs, as well as secretary of veterans affairs, VA commissioner for the Department of Veterans Affairs, and assistant secretary of veterans affairs. He has also served as acting secretary of veterans affairs, VA commissioner for the Department of Veterans Affairs, and assistant secretary of veterans affairs.
Financíales Table of Contents

WOUNDED WARRIOR PROJECT, INC.  
(A NOT-FOR-PROFIT ORGANIZATION)  
FINANCIAL REPORT*  
YEAR ENDED SEPTEMBER 30, 2011

FINANCIAL STATEMENTS:
21 STATEMENT OF FINANCIAL POSITION  
22 STATEMENT OF ACTIVITIES  
23 STATEMENT OF FUNCTIONAL EXPENSES  
25 STATEMENT OF CASH FLOWS

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

HOMETOWN: AURORA, COLORADO | ROLE MODEL

SERGEANT MAJOR PATRICK CORCORAN

"WWP is mind, body, and soul therapy that goes a long way in assuring you’re still capable of meeting challenges."
### Statement of Financial Position
**September 30, 2011**

**Assets:**
- **Current assets:**
  - Cash: $4,066,055
  - Investments: $21,260,712
  - Contributions receivable, net: $2,889,366
  - Inventory: $920,884
  - Prepaid expenses: $36,469
  - Total current assets: $29,797,576
- **Furniture and equipment, net:** $6,559,321
- **Deposits:** $553,492
  - **Total assets:** $36,942,389

**Liabilities:**
- **Current liabilities:**
  - Accounts payable: $4,748,314
  - Accrued expenses: $2,286,831
  - **Total current liabilities:** $6,035,145
- **Net assets:**
  - Unrestricted: $29,311,225
  - Temporarily restricted: $46,139
  - Permanently restricted: $1,060,000
  - **Total net assets:** $30,417,364
  - **Total liabilities and net assets:** $36,942,389

### Statement of Activities
**September 30, 2011**

**Revenue and support:**
- Contributions: $67,721,373
- In-kind contributions: $55,325,697
- Interest income and dividends, net of investment fees: $559,441
- Net realized and unrealized loss on investments: $(277,044)
- Miscellaneous income, net: $390,859
  - **Total revenue and support:** $123,840,326
  - **Net assets released from restrictions:** $50,000
  - **Totals:** $123,890,345

**Expenses:**
- Program services: $89,466,336
- Supporting services: $4,727,106
- Fundraising: $13,883,984
  - **Total expenses:** $108,077,426
  - **Change in net assets:** $15,822,900
  - **Net assets, beginning of year:** $13,458,225
  - **Net assets, end of year:** $29,311,225
  - **1,000,000**
  - **14,965,225**
  - **Net assets, end of year:** $30,357,444
STATEMENT OF CASH FLOWS
YEAR ENDED SEPTEMBER 30, 2011

Cash flows from operating activities:
Change in net assets $ 15,791,919
Adjustments to reconcile the change in net assets to net cash provided by operating activities:
Depreciation $ 1,274,160
Net realized and unrealized loss on investments 514,985
Other 141,283
Net change in:
Contributions receivable, net (2,483,856)
Inventory (743,258)
Prepaid expenses (140,562)
Deposits (410,708)
Accounts payable 2,897,516
Accrued expenses 385,843
Net cash provided by operating activities 17,567,842

Cash flows from investing activities:
Purchases of furniture and equipment (6,587,654)
Purchases of investments (32,377,459)
Proceeds from sale of investments 24,525,584
Net cash used in investing activities (37,568,749)
Net increase in cash (521,907)
Cash, beginning 6,587,962
Cash, ending $ 4,066,055

“I want to be remembered for my caring and compassion for individuals, and my desire to help people in need.”
The greatest casualty is being forgotten.