



**BOB WOODRUFF FOUNDATION**

Helping **heroes** on the homefront

## **2014 ANNUAL REPORT**

# **COLLABORATION, CONNECTIVITY, COMMUNITY**



The Bob Woodruff Foundation is the national nonprofit dedicated to ensuring that post-9/11 injured service members, veterans and their families are thriving long after they return home.



## CONTENTS

- Leaders' Notes - 4
- Who We Are - 7
- What We Do - 10
- How We Do It - 26

## A NOTE FROM OUR FOUNDERS

Dear Friends,

When we planted the seeds for this journey in 2006, we knew that we had a unique opportunity to use the attention afforded our family to make a difference in the lives of our injured heroes and their families.

We assumed that as the years passed from that fateful day in Iraq, and the disconnect between Americans and the wars grew, our work might lessen. Thankfully, that disconnect hasn't happened.

The roots of our support, friends like you, have grown deep. You know this cause is bigger than politics, and your investment in our heroes has a life-changing effect on those we have reached.

We are humbled and inspired by your generosity. In turn, our resolve continues to blossom.

We've honed the ability to cut through the noise to find, fund and shape programs that have touched the lives of millions.

We've demonstrated the value in collaboration because there is not a one-size-fits-all solution to the issues our veterans face.

And we've continued to manage our growth through a small and focused team.

And it has all paid off, as you'll see in this report, which reflects on a truly banner year for the Bob Woodruff Foundation.

We're honored that you have entrusted us to lead this cause and look forward to what the next year brings.

On behalf of those whose lives have been touched by your big-heartedness, thank you.

**Bob & Lee**



## A NOTE FROM THE EXECUTIVE DIRECTOR



Dear Supporters,

Looking back at 2014, I am thoroughly delighted, yet not surprised, at all the Bob Woodruff Foundation was able to accomplish – while remaining true to our founders' mission: ensuring that post-9/11 injured service members, veterans and their families are thriving long after they return home.

We navigated the maze of 46,000 nonprofits serving veterans in this country to find, fund and shape innovative programs that are truly making a difference in communities across the country, as you will read in this report.

In all, we invested more than \$6.5 million in programs throughout the year. This included \$3.4 million in grants to 36 programs – a 36 percent increase over the prior year. We also brought together thought leaders from all sectors to break down silos, foster collaboration and create a sense of community within the veteran space.

We did this while maintaining our gold standard of 86 percent program spending.

Beyond exceeding budgeted revenue goals and charitable investments, we reduced management expenses by 4 percent, and we elevated the foundation's brand to a wider audience through key partnerships.

The PepsiCo Foundation hosted a Concert for Heroes and donated \$1 million to launch a Veterans Helping Veterans initiative as part of its Super Bowl festivities.

Visibility carried overseas to London with the first-ever Invictus Games. Hosted by His Royal Highness Prince Harry, injured and ill athletes from 13 nations demonstrated that their wounds do not define them.

Stand Up for Heroes not only returned to a sold-out crowd in the Theater at Madison Square Garden, it raised \$6 million – a million more than the prior year. Additionally, the first-ever Dine Out for Heroes engaged 140 NYC restaurants in our cause.

And on Veterans Day, the Bob Woodruff Foundation was among a handful of organizations highlighted at the historic Concert for Valor, held for an audience of 300,000 on the National Mall and broadcast worldwide.

This of course would not have been possible without your passionate interest in our mission. On behalf of the entire team at the Bob Woodruff Foundation, thank you for entrusting us with your support for our nation's injured heroes and their families.

**Anne Marie Dougherty**





## WHO WE ARE

The Bob Woodruff Foundation is the national nonprofit dedicated to ensuring that post-9/11 injured service members, veterans and their families are thriving long after they return home.

A national organization with grassroots reach, we complement the work of the federal government. We have the experience, network and insider knowledge to navigate the maze of more than 46,000 nonprofits providing services to veterans.

Our approach is comprehensive, results-focused and efficient. We perform the due diligence and selection, so you don't have to.

We find, fund and shape innovative solutions for the most pressing issues faced by our injured heroes, their families and communities: from rehabilitation and recovery, to education and employment, to quality of life ... deploying funds and effecting solutions where help is needed.

### Since our founding in 2006, we have:

- Invested \$25 million in programs
- Provided 233 grants to 110 programs nationwide
- Reached more than 2 million service members, veterans and caregivers
- Deployed 86 cents of every dollar, on average, to finding, funding and shaping innovative programs
- Received the Independent Charities Seal of Excellence, signifying the highest standards of accountability and effectiveness among U.S. charities

## CONNECTIVITY. COLLABORATION. COMMUNITY.

Like many Vietnam veterans, Robert Curry didn't have a community to fall back on when he returned home. Debilitating post-traumatic stress (PTS), left untreated, led to substance abuse and eventually to a life-changing car accident.

Today, Robert has overcome those challenges and leads Dryhootch, an organization he founded to help ensure that today's veterans have a community to call home – even if it's simply offering a cup of coffee among one's peers.

At the Bob Woodruff Foundation, we work to ensure that innovative nonprofits like Dryhootch have the opportunity to make an impact for post-9/11 veterans.

That's why our 2014 themes of connectivity, collaboration and community are so important. We have seen that the only way to ensure a strong and resilient generation of military veterans is to bolster knowledgeable, welcoming and empowering communities to surround them.

But what does it mean to support veterans' communities?

It means strengthening peer support through the brick-and-mortar organizations like Dryhootch or the digital platform of One Mind; combatting isolation through SemperMax's intimacy manual or FOCUS Marines' reintegration skill-building; and providing opportunities for camaraderie and renewed purpose through programs like The Mission Continues' service platoons or the 100 Entrepreneurs' career mentorship.



It means carefully vetting and selecting our grantees, to make sure they have the best interests of the post-9/11 veteran population in mind. And it means practicing what we preach, becoming good stewards and partners within the veteran space, sharing ideas and knowledge, and finding our own innovative ways to collaborate and connect with our institutional peers.

Though civilian support is invaluable for the successful recovery and reintegration of injured service members, there is a certain depth of community that is uniquely formed among peers that can empathize with one another's experience.

Approximately 92 percent of post-9/11 veterans report that serving their community is important to them, and doing so with fellow veterans provides a renewed sense of purpose. With one in five experiencing hidden wounds of war like PTS, traumatic brain injury or depression, serving at home can be healing.

These priorities led us to an invaluable partnership with the PepsiCo Foundation. The PepsiCo Foundation rallied behind the Bob Woodruff Foundation's reliability and expertise, and provided a \$1 million grant to launch a Veterans Helping Veterans initiative in 2014. Grants were provided to more than a dozen organizations that exemplify the spirit of veterans "giving back" to fellow veterans and to the communities to which they have returned home.

The PepsiCo Foundation's investment in our nation's heroes is expected to help 275,000 veterans and their families, across all 50 states. Much of the influence of these programs is preventative for social issues like suicide, homelessness, isolation and unemployment.



## WHAT WE DO

We put in the work on the front end to investigate and evaluate individual charities' programs, and only grant funds towards those organizations that meet our rigorous criteria. It's estimated that 80 percent of the more than 46,000 nonprofit organizations serving veterans have operating budgets of \$100,000 or less. Working with smaller, niche organizations is often more time consuming; but we are willing to invest the time and care to help them be successful if they are providing an innovative solution to an unmet need. Our goal is to not only invest in a particular program, but also to build and maintain a relationship with the organization's leadership and team.

Over time these relationships grow, and we welcome them into our collaborative network of hundreds of organizations. Sharing our network and resources, acting often as mentor and business consultant, especially for small or new non-profits, is one of the things that makes our model different. This also takes time, expertise and personal passion. We hold the organizations accountable for reporting and communications over time and aggregate our impact, both direct and indirect.

## THE MULTIPLIER EFFECT

We don't just look at our own actions to ensure that progress is being made – the programs we invest in are selected for their potential to benefit the military community for years to come, and we continually follow up with them to ensure that they are fulfilling that mission.

Today, many of our investments have an impact far beyond that of our initial investment. For instance, at the Jonas Center we fund the medical professionals who are trained in leading-edge traumatic brain injury (TBI) insights and protocols share their knowledge with the broader medical community, reaching colleagues, injured service members and their families across the country.

The seed money we provided to help launch Student Veterans of America in 2008 helped kick-start a movement that began with 20 chapters and now reaches more than 1,100 campuses across the country, influencing a culture change in campus communities where student veterans are building the foundations of a new life. We call this ripple effect the BWF Multiplier, and we look forward to seeing even more examples as the years progress.



## 2014 GRANTEES

The Bob Woodruff Foundation provided \$3.4 million in grants to support 36 programs (through 32 organizations):

- 100 Entrepreneurs Foundation, Inc. – Operation Sustainability
- American Academy of Nursing – “Have You Ever Served in the Military?”
- Augusta Warrior Project – Service Member Reintegration and Transition Advocacy Program
- Disabled Sports USA – Community-Based Adaptive Sports Capacity Building
- Dryhootch of America – Dryhootch FOB & iPeer Expansion Program
- Farmer Veteran Coalition – BWF Farming Fellowships; Pastured Poultry Workshop at Across the Creek Farm; National Farmer Veteran Stakeholders Conference
- Fisher House Foundation – 2015 Hero Miles Program
- FOCUS Marines Foundation – FOCUS Retreats
- Four Block Foundation – Veteran Career Development Program
- Greater Washington Educational Telecommunications Association (WETA) – BrainLine Military
- Growing Veterans – Growing Veterans Outpost
- Henry M. Jackson Foundation for the Advancement of Military Medicine, Inc. – The Veteran Metrics Initiative
- Home Builders Institute – Pre-Apprenticeship Certificate Training (PACT), Ft. Stewart
- Institute for Veterans and Military Families – 2014 EBV Business Startup Grants – National Conference
- Jonas Center for Nursing and Veterans Healthcare – Jonas Nursing Scholars
- Lakeshore Foundation – 2015 Family Sports & Recreation Camp: Operation United Front
- Omega Institute for Holistic Studies, Inc. – Healing from Military Trauma: Retreats for Military Women and Women Veterans
- One Mind – Supporting Veterans, Active Duty Service Members and Others Living with Invisible Wounds
- Our Military Kids – One Child at a Time
- Project Healing Waters Fly Fishing, Inc. – Veteran Fly Fishing & Regional Coordinator Conference
- SemperMax Support Fund – AASECT Certified Supervision of Walter Reed SHI Staff; Sexual Health and Intimacy Manual
- Shepherd Center – SHARE Military Initiative
- SongwritingWith:Soldiers – Women’s Retreat
- Team Red, White & Blue – Chapter and Community Program (CCP) & Regional Leadership Summits
- The Mission Continues – Service Platoon Leadership Summit
- Tragedy Assistance Program for Survivors (TAPS) – The Military and Veteran Caregiver Peer Support Network: Community-Based Peer Support Group Program
- Travis Manion Foundation – Character Does Matter
- United States Veterans Initiative – Outside the Wire (OTW)
- University of Michigan Law School – Veterans Legal Clinic
- Veterans Airlift Command – Flight Coordination
- Warrior Canine Connection – Canine Connection Therapy Program
- Worklife Institute – Texas Veterans Transition Program





## EDUCATION AND EMPLOYMENT

When the **Augusta Warrior Project** celebrated the opening of its Transition Success Center, at Fort Gordon, Ga., in July 2014, former Army medic Adam Pennington was one of the speakers.

His message regarding the value of the new site could be summed up in one short sentence:

“AWP saved my life.”

While serving in Afghanistan in 2010, Pennington was injured by an improvised explosive device that took the lives of two friends. In addition to his traumatic brain injury, the loss of his friends was a heavy burden to bear.

He isolated himself – even from his own family – until he sought help from the Augusta Warrior Project, which helps connect veterans and transitioning service members in the Greater Augusta area with resources to seek employment, education or housing.

“They’ve been there every step of the way for me and I’m now in college full time,” he said. “Not only did they map out my goals, short-term and long, anything they could do – at any given time – they would do it.”

For Pennington, AWP is more than a team of professionals; it is a family. And it brought his own family back to him.

“They have allowed me to see my son grow ... it means everything to me.”

The Bob Woodruff Foundation funded the addition of two advocates to meet the demand at the Transition Success Center. Approximately 200 service members have been assisted since its opening.

### OTHER EDUCATION & EMPLOYMENT HIGHLIGHTS

Through **Home Builders Institute's** Pre-Apprenticeship Certificate Training, transitioning service members receive hands-on training, certification and job placement at no cost – making for a nearly seamless transition from uniform into the construction industry. Following the recommendations of several of our key military advisors, the Bob Woodruff Foundation provided funding to enable HBI to extend its program to 50 transitioning service members at Fort Stewart, Ga., and veterans in the Greater Savannah area.

With an 86 percent success rate, the **Four Block** Career Development Program not only provides transitioning post-9/11 enlisted service members with the essential tools to obtain competitive internships and full-time positions, it provides follow-on mentoring, as well as clinical support for those suffering from post-traumatic stress. The Bob Woodruff Foundation is helping Four Block expand its proven model by investing in its program directors in New York and Seattle.

## REHABILITATION & RECOVERY

Like most of today's all-volunteer military, Marshall Peters joined the Navy in 2006 to be a part of something bigger than himself, while honoring the service of his grandfather during World War II.

Within a year, the hospital corpsman deployed aboard a destroyer to the Persian Gulf in support of the war in Iraq. He followed that by helping injured service members recover in Bethesda.

Yet it was a deployment to Afghanistan, from 2009-2010, that would forever change who he was. Assigned to a multinational trauma facility at Kandahar Airfield, he cared for the critically injured during one of the bloodiest periods of the war.

He saw victims of improvised explosive devices, severe burn patients, and even wounded children. At times, there were rocket attacks during surgeries.

These images haunted him when he returned home. Like one in five post-9/11 veterans, he wrestled with post-traumatic stress, anxiety and sleepless nights.

And then he found Warrior Canine Connection ...

Based in Maryland, **Warrior Canine Connection** enlists recovering veterans like Peters in a therapeutic mission of learning to train service dogs for their fellow veterans. The trainers have the responsibility of teaching the dogs that the world is a safe place. Through that process, they must convince themselves of the same.

"I found myself no longer relying on the medication I was taking to 'treat' my PTSD, depression and insomnia," said Peters. "I didn't know at the time that what I was doing with the therapy dogs was therapy for myself as well."

Warrior Canine Connection received a grant in 2014 to hire a medical director and additional service dog training instructors.

### OTHER REHABILITATION & RECOVERY HIGHLIGHTS

The **American Academy of Nursing** is bringing about fundamental change in the healthcare system through its "Have You Ever Served in the Military?" initiative, a simple but very important question, as veterans may have been exposed to environments that could lead to adverse health risks – risks that healthcare providers need to know about to serve veterans better. With support from the Bob Woodruff Foundation, the program expanded to all 50 states in 2014, with the potential to identify 4 million veterans in the first year.

Last year, **Project Healing Waters Fly Fishing** used the tranquility of fly fishing to help 5,400 injured service members and veterans find camaraderie, socialization and healing away from hospital stays and rehabilitation sessions. The Bob Woodruff Foundation provided essential funds to support training for volunteer coordinators, so that even more injured veterans can be reached.



Photo by C.J. Lin. © 2013 Stars and Stripes



## QUALITY OF LIFE

“As a soldier, you are always prepared for death. That is something you accept going in. But as a brother, you are never prepared.”

Army veteran Matthew Aamot’s younger brother, Aaron, was killed in 2009 by an improvised explosive device in Afghanistan, after following his footsteps into the military.

“You know, I’m no longer able to do anything for my brother, but anything I can do to help the men who served with him ... that’s my goal, to spend the rest of my life doing what I can,” he said.

This desire drew Aamot, a farmer by upbringing, trade and passion, to **Growing Veterans**. There, sustainable farming becomes a purpose-driven opportunity for veterans to reintegrate into civilian life, to build peer support and to work through their own demons – “dirt therapy” as they call it.

Currently an assistant farm manager at the Growing Veterans outpost, Aamot helps coordinate outreach and runs the farm stand at the local VA hospital. The healing power of Growing Veterans stems from its ability to recreate military camaraderie in an environment where toil breeds growth.

“It’s hard to sugarcoat it – the business of the military ... You just always hope that there never comes a time when you have to do the job that you’ve been trained to do. But [at the farm] you are surrounded by life.”

With the Bob Woodruff Foundation’s grant, Growing Veterans can further develop and establish its local model with trained veteran peer support specialists and a farm director, ultimately replicating best practices in areas densely populated with post-9/11 veterans across the state of Washington.

### OTHER QUALITY OF LIFE HIGHLIGHTS

Coping with the injuries of war is difficult enough for adults, let alone children who can’t quite understand what happened. **Our Military Kids** eases this stress by paying for participation in sports, fine arts and tutoring programs. Through the Bob Woodruff Foundation, the financial burden was reduced for 600 military families, providing children with an activity that builds self-esteem and recognizes that military children make their own sacrifices for our nation’s freedom.

Today’s veterans are eager to connect with their communities, and **Team Red, White & Blue** is setting the pace for others to follow by using physical fitness and social activity to bridge the civilian/military divide – facilitating more than 2,500 quality veteran interactions each week. To keep up with its growth, Team RWB turned to The Bob Woodruff Foundation to support its Leadership Summits, which allowed volunteer leaders to share the vision, learn best practices and receive the guidance necessary to effectively deliver their unique model in their respective communities.

## HIGH-IMPACT COLLABORATIONS

The Bob Woodruff Foundation is known for being on the cutting edge of finding, funding and shaping innovative programs for post-9/11 veterans. We leverage this status to elevate the veteran space as a whole.

In 2014, we continued our High Impact Collaboration™ Series, hosting two convenings. These were designed to multiply our impact by bringing together experts in overlooked or underserved areas, spotlighting advances in these fields, and generating strategic partnerships among government, military, nonprofit and corporate stakeholders.



## SERVICE DOG THERAPY

Puppies can be more than man's best friend. They can be one's most loyal healer. Yet based on the number of requests for grants from varying service dog programs, it became very clear that there was a lack of standard practices, training criteria and consensus on the use of service dogs to treat post-traumatic stress (PTS).

After holding an initial convening to explore this in 2013, and seeing more work to be done, the Bob Woodruff Foundation hosted a second convening on the use of service dogs in treatment protocols for service members and veterans suffering from traumatic brain injury (TBI) and PTS.

The event brought together representatives of more than 20 professional organizations that breed, train and place service dogs and have experience in animal-assisted therapy or behavioral health. The goal of the convening was to gain a better understanding of the perspectives and issues confronting the service dog industry, report on the state of the science that underlies animal-assisted behavioral therapy, share industry best practices and find ways to work together to advance the use of service dogs for those with psychological disorders.

As a result of the findings, the Bob Woodruff Foundation opted to support Warrior Canine Connection's innovative program run through the National Intrepid Center of Excellence (NICoE). Through this program, post-traumatic stress patients find healing by training service dogs for fellow injured veterans, who need them for mobility assistance.

## INTIMACY AFTER INJURY

Sex and intimacy are often hidden casualties of war for returning service members.

Many injuries are known to affect sexual health and intimacy, including amputations, traumatic-brain injury, post-traumatic stress and genital injuries. Yet often practitioners and policy makers, as well as veterans and military personnel, hesitate to talk about them openly.

In December, we hosted Intimacy After Injury. The event was held in collaboration with Johns Hopkins Military & Veterans Health Institute, and the Wake Forest Institute for Regenerative Medicine. Topics included the psychology of injuries, physical and emotional intimacy, fertility, and medical advances including reconstructive surgery and transplants. Panelists and guest speakers ranged from spouses of injured military veterans, to Veterans Affairs and legislative representatives, to industry-leading surgical researchers.

"I hope this is the beginning of what will become a national conversation ... Why can't we all start sharing and talking, and just ripping the stigma off this?" Lee Woodruff asked, addressing the conference room on the convening's second day.

The foundation had already been at the forefront of this work, supporting SemperMax Support Fund to host couples' retreats, to train personnel at Walter Reed National Military Medical Center, and to develop a manual for veterans and practitioners.



## RECOGNITION

For the Bob Woodruff Foundation, helping post-9/11 veterans is a calling. This ethos stems from our cofounders, Bob and Lee Woodruff – celebrities in their own right, but also living proof that humility and shared experience can help bridge the civilian-military divide.

In 2014, the Foundation received recognition for its dedication to serve injured service members, veterans and their families through careful support of strong organizations and even stronger ideas.

These badges of honor are meaningful to our team because they are votes of confidence for our work. We want to know that we are not only helping veterans with the funds we distribute, but as a thought leader we are optimizing the impact of all donor resources.

Notable awards:

- U.S. Army Outstanding Civilian Service Award, the third-highest public service honor the Army can bestow upon a private citizen, was presented to Bob Woodruff by Army Chief of Staff Gen. Raymond T. Odierno, in recognition of the Foundation's unwavering commitment to injured service members
- The Kuwait-America Foundation's Humanitarian Award was accepted by Bob Woodruff in recognition of the Foundation's support of injured veterans and their families. The Bob Woodruff Foundation was also the beneficiary of the annual fundraising event hosted by Kuwait Ambassador Salem Al-Sabah and his wife Rima, in Washington, D.C.

## NOTABLE HIGHLIGHTS

In addition to events like the Invictus Games, Warrior Games and Stand Up for Heroes, the Bob Woodruff Foundation took part in a number of noteworthy events in 2014, including:

**PepsiCo Concert for Heroes:** PepsiCo hosted a pre-Super Bowl performance by Blake Shelton and announced the \$1 million PepsiCo Foundation grant made earlier in the year to launch a Veterans Helping Veterans initiative.

**Veterans on Wall Street (VOWS),** a consortium of major financial institutions including Citi, Deutsche Bank and Goldman Sachs, presented a \$1 million check to the Bob Woodruff Foundation.

**New York Mets & 106.7:** The Bob Woodruff Foundation was recognized by the NY Mets at Citi Field during an on-field check presentation by 106.7 LITE FM.

**Playing Hoops with Heroes:** Sponsored by PepsiCo and Valor, a PepsiCo employee resource group, during New York's Fleet Week, the event brought together service members and first responders for a 3-on-3 basketball tournament to benefit the Bob Woodruff Foundation and the USO of Metropolitan New York.

**Concert for Valor:** The Bob Woodruff Foundation was recognized as one of the featured nonprofits at the historic Concert for Valor, hosted by HBO, Starbucks and Chase, on Veterans Day.

**U.S. Marine Corps Birthday Gala:** The Bob Woodruff Foundation was one of the beneficiaries during this celebration of the Marine Corps' 239th birthday aboard the USS Intrepid, in New York. The event was hosted by award-winning actor Harvey Keitel and BWF board member Gerry Byrne – both of whom are Marines.

**Telling Project:** Showcasing veterans in open discussions about the realities of service and the struggles and successes of returning home, the program was televised on PBS in San Antonio.

**NASDAQ:** The Bob Woodruff Foundation and VOWS came together to ring the opening bell at NASDAQ, the morning after Stand Up for Heroes.

**Hartford Ski Spectacular:** The Bob Woodruff Foundation was a sponsor of the Hartford Ski Spectacular in Breckenridge, Colo., helping injured veterans hit the slopes.



## INVICTUS GAMES

Beyond grants, the Bob Woodruff Foundation sponsored several events in 2014, including the friends and family program at the annual Warrior Games in Colorado and the first-ever Invictus Games in London, hosted by Prince Harry. His Royal Highness created the Invictus Games after being inspired by the injured veterans he met after lighting the flame at the opening ceremony of the 2013 Warrior Games, in Colorado.

Connecting over 400 ill and injured athletes from 13 nations to compete in adaptive sports, the Invictus Games promoted the spirit of camaraderie and strength that exists within all of our nations' heroes. Through sporting achievement, the games recognized the journey to recovery our service men and women are on, and promoted the healing power of sport. Four-time Bob Woodruff Foundation grantee Disabled Sports USA sponsored 36 wounded warriors to participate in the games, which ranged from basketball to swimming, cycling and archery.

Events like the Invictus Games help show the world that our injured service members and veterans are not defined by their injuries; rather they are measured by their spirit and resiliency. Beyond supporting the American team, the Bob Woodruff Foundation hosted events to honor and promote awareness of the games, including a reception at U.S. Ambassador Matthew Barzan's residence. Bob Woodruff was also honored to take part in the closing ceremonies, which included a televised concert in the United Kingdom featuring acts like the Foo Fighters.





## HOW ARE WE ABLE TO DO THIS?

We are able to respond quickly to emerging trends in the veteran space by taking advantage of our network of corporate and strategic sponsors, and developing relationships that bridge the civilian-military divide.

It starts with the partnerships we build with military leaders who represent the strength and resilience of our nation. For the third year, in 2014 we hosted a reception at the Hay-Adams in Washington, D.C., with special remarks from General Martin E. Dempsey, the Chairman of the Joint Chiefs of Staff.

The Greater Washington Board of Trade, thanks to Jim Dinegar, its president and CEO, and a number of its corporate members, including Accenture, Booz Allen Hamilton, Facchina Group of Companies, Lockheed Martin Corporation, Ford Motor Company, Pricewaterhouse Coopers LLP, Bank of America, Ernst & Young, Pepco Holdings, Inc., and Deloitte LLP, supported the evening.

Retired Navy Admiral Michael Mullen, 17th Chairman of the Joint Chiefs of Staff, has lauded the foundation as “the gold standard in our country right now ... a foundation which will continue to make a difference. A foundation that we know when we give a dollar, we know it’s going to be well spent. A foundation that doesn’t have much overhead. And led by Bob and Lee Woodruff – in America there is no more dedicated couple to our men and women who served than the Woodruffs.”

Of course, corporations that stand up for heroes have made our mission possible from the beginning, and 2014 was another year of growing corporate activism on behalf of our nation’s injured heroes, families, and the communities and caregivers who support them. We are grateful for the leadership of our major corporate sponsors and partners who share our goals (see p. 35).

Our mission is also strengthened by the individual supporters whose advocacy, activism and financial assistance contribute so much to our success. BWF’s relationship with its network of grantees and partners makes our organization a connecting point for individuals who want to take a stand.

Like many foundations and nonprofits, we appreciate the ongoing support we receive in the form of pro bono and in-kind goods and services donated by valued supporters. Their support has enabled us to grow from a family foundation to a national leader for military families. We are grateful to the following organizations that donated time and talent to stand up for heroes everywhere.

- J. Walter Thompson (marketing, branding and event support)
- HAVAS PR (public relations services)
- JetBlue (official airline sponsor)
- McCann Health (marketing and event support)
- Hero Miles (air travel for injured service members, veterans and their families)
- Ed Toptani, Esq. (Toptani Law Offices)
- Caroline Hirsch and Andrew Fox (Stand Up for Heroes)



THE BOB WOODRUFF FOUNDATION  
& NEW YORK COMEDY FESTIVAL

PRESENT



BROUGHT TO YOU BY VETERANS ON WALL STREET (VOWS™)  
AND THE STEVEN & ALEXANDRA COHEN FOUNDATION.  
SUPPORTED BY OUR FOUNDING SPONSOR GFI GROUP, INC.

Now in its eighth year, Stand Up For Heroes returned to a sold-out crowd of more than 5,800 at the Theater at Madison Square Garden, and offered an unforgettable evening of hope, healing and laughter featuring some of the world's most iconic entertainers, November 5, 2014.

Performances by Louis C.K., Jim Gaffigan, John Oliver, Bruce Springsteen and Jon Stewart helped raise more than \$6 million, along with awareness for the needs of post-9/11 injured service members, veterans and their families – many of whom filled the front rows.

This year, Stand Up For Heroes didn't just ripple across social media – it made waves. Throughout the show, Facebook and Twitter were abuzz as celebrities including Conan O'Brien, Sting, and Toby Keith encouraged their fans to "Take a #Stand4Heroes" through a Cause Flash campaign. Their efforts helped reach 50 million people worldwide.

Highlights of the night included Gen. Martin Dempsey, Chairman of the Joint Chiefs of Staff, surprising the audience with his rendition of "New York, New York."

Springsteen brought down the house for the eighth year in a row, and raised \$600,000 by auctioning off two guitars, an hour's worth of guitar lessons, a ride in the sidecar of his motorcycle, and homemade lasagna with The Boss himself.

Undoubtedly one of the most inspiring moments of the evening came when Marine Captain Derek Herrera, paralyzed from the chest down by a bullet while on patrol in Afghanistan in 2012, walked across the stage through the use of an exo-skeleton to speak about his experiences adapting to life after injury.

"A lot of people ask me how to help veterans ... all we want to see is just some small sign that you're invested in seeing this country succeed. And by being here tonight you're showing that, and you guys are already ahead of the curve. What I'd say is that money and donations are great, but my challenge to you is this: go home and be a beacon of inspiration. Take action, and inspire others into action."

In addition to the main event, injured veterans and their caregivers were taken on a tour of NBC Studios, which included surprise visits with Tom Brokaw and Seth Meyers. Stylists and groomers from Dior, Kérastase and Truman's also pampered them.

The event was covered by major media outlets, and thanks to support from Havas PR, the New York Comedy Festival and Frank PR, Stand Up for Heroes doubled its media impressions to more than 700 million.



# STAND UP FOR HEROES



## DINE OUT FOR HEROES

In keeping with our 2014 trend of breaking new ground, top New York City restaurateurs joined forces with the Bob Woodruff Foundation to launch the first ever Dine Out for Heroes event on the same evening as Stand Up For Heroes. More than 140 participating restaurants pledged to donate \$1 per diner to help support our injured veterans.

Sponsored by American Express, the initiative was spearheaded by Peter and Penny Glazier, founders of The Glazier Group of restaurants; Caroline Hirsch and Andrew Fox, founders of the New York Comedy Festival; Cristyne Nicholas, CEO of Nicholas & Lence Communications and John Cahill, CEO of McCann Health.

Additionally, New York City restaurateurs Daniel Boulud, Andrew Carmellini, Jeffrey Lefcourt, Drew Nieporent, Simon Oren, Éric Ripert and Jeff Zalaznick participated on the advisory council for Dine Out for Heroes, along with Robert S. Grimes, vice president of Citymeals on Wheels, and Lockhart Steele, vice president of Vox Media and co-founder of Eater.com.

They encouraged as many restaurants as possible to sign up for the one-night-only event to support our veterans. The first year goal of Dine Out for Heroes was, as its mission states, to "Dine. Donate. Honor. Heal."

## SAVE THE DATE FOR THE 9TH ANNUAL STAND UP FOR HEROES, NOV. 10, 2015



## THANK YOU TO OUR STAND UP FOR HEROES SPONSORS

### PRESENTING SPONSOR

Steven and Alexandra Cohen Foundation  
Veterans on Wall Street (VOWS)™

### FOUNDING SPONSOR

GFI Group Inc.

### TITLE SPONSOR

The Paul E. Singer Foundation

### SILVER STAR SPONSORS

Citibank  
Deutsche Bank  
Goldman Sachs

### LEGION OF MERIT SPONSORS

21st Century Fox  
Axonic Capital LLC  
Havas PR & Havas Health  
Jack Daniel's  
Jefferies  
J. Walter Thompson  
PNC  
Royal Bank of Canada

### BRONZE STAR SPONSORS

A+E Networks  
AIG  
Ann G. and James B. Ritchey Foundation  
Citi N.A. Markets Management  
Davis Polk  
Kohlberg Kravis Roberts & Co. L.P.  
LCH.Clearnet Group Ltd.  
PepsiCo  
Starbucks  
The Depository Trust & Clearing Corporation  
Tudor  
Leonard and Allison Stern  
Senator Richard and Cynthia M. Blumenthal

### OFFICIAL AIRLINE SPONSOR

JetBlue with support from Hero Miles

### OFFICIAL CAR SPONSOR

Toyota

## PURPLE HEART SPONSORS

Academy Securities  
Bloomberg  
BNY Mellon  
Bristol-Myers Squibb  
Cadwalader, Wickersham & Taft LLP  
Carlson Capitol  
CAVU Securities  
Cleary Gottlieb  
CME Group Inc.  
CNH Partners  
Credit Suisse  
DDR Corp.  
Deloitte  
Disney | ABC Television  
Drexel Hamilton LLC  
DyalCompass LLC  
Eurex Group

Fidelity  
GE Capital  
HBO  
ICAP  
Intercontinental Exchange Inc.  
Markit  
MetLife  
Mischler Financial  
MKP Capital Management LLC  
Nuveen Investments  
Paul, Weiss, Rifkind, Wharton, & Garrison LLP  
Prudential  
Schwab  
Shearman & Sterling LLP  
TD Ameritrade  
Traiana  
Virtu

## BENEFIT COMMITTEE

Drs. Robin and Susan Baker  
Alton Barron, M.D., and Carrie Barron, M.D.  
John and Suzanne Golden  
Michael and Kelly Hoffman  
Tara O'Rourke Howard  
Brian and Gina Jeckering  
Robert and Sydney Kindler  
Stuart and Nicole Kovensky  
Craig Newmark  
Richard and Heidi Rieger

Allison Rosen  
George Stephanopoulos and Alexandra Wentworth  
Christian Sullivan  
Edward Toptani, Esq.  
Tom and Lydia West  
David and Sherrie Westin  
Brian Williams and Jane Stoddard Williams  
Tom Hanks and Rita Wilson

## 2014 CORPORATE PARTNERS AND INDIVIDUAL SUPPORTERS

Our thanks to the following for their support throughout the year.

American Express  
Andor Capital Management Foundation  
Andy and Elliot Berndt  
BNY Mellon Investment Management  
Booz Allen Hamilton  
BP America, Inc  
Brian and Amy France  
Christiane Amanpour  
Christie Veatch  
Cristina Carlino  
Daniel Benton  
Electra and Bruce Martin  
The Brightwater Fund, Gloria Jarecki, President

Henry and Lee Rowan  
Manning and Virginia Rowan Smith  
Morgan Stanley  
Robert and Paula Butler  
Handler Family Foundation  
Stephen and Amandine Freidheim  
Tom and Delores Gahan  
Henry M. Rowan Family Foundation, Inc.  
Kuwait America Foundation  
PepsiCo Foundation  
Sobel Family Foundation  
The Deborah Elkins Foundation  
Patricia Lamond

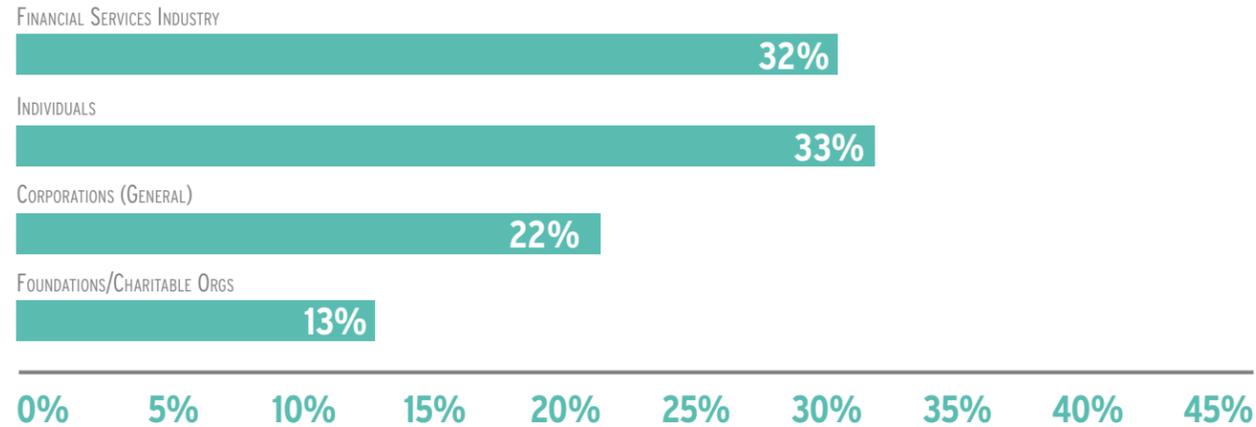


# REVENUE

\$10.2 MILLION RAISED IN 2014 (18% INCREASE OVER 2013)

APPROXIMATELY 80% OF 2014 REVENUE CAME FROM GIFTS OVER \$10,000

## 2014 REVENUE SOURCE



## ACROSS THE BOARD

The strength of an organization like ours relies on having a board committed to our mission. Our board members have expertise in fundraising, marketing, advertising and public relations, financial management, law and accounting, with significant representation from the world of media and entertainment. We would like to thank our board members for their hard work, dedication and partnership over the past year.

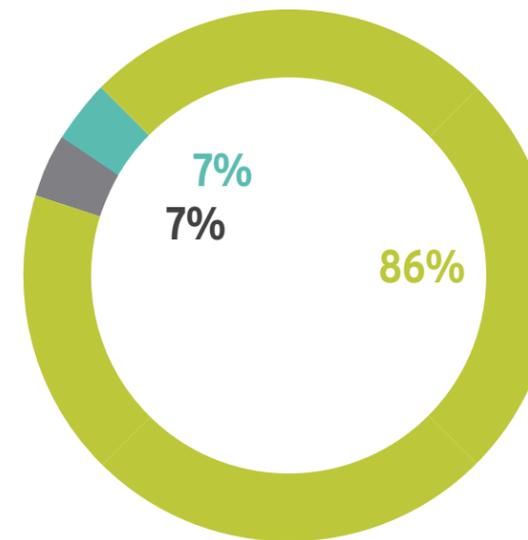
- Lee Woodruff, BWF Co-Founder; Author and Contributor, *CBS This Morning*
- Colin Heffron, BWF Co-Chairman; CEO, GFI Group, Inc.
- Dave Woodruff, BWF Co-Chairman; Group Advertising Director, Bloomberg LP
- Edward Toptani, BWF Secretary; Esq., Toptani Law Offices
- Anthony Viceroy, BWF Treasurer; President & CFO, WESTMED Practice Partners
- Cynthia M. Blumenthal
- Gerry Byrne, Vice Chairman, PMC (Penske Media Corporation)
- Caroline Hirsch, Founder & Owner, Carolines on Broadway
- Bob Jeffrey, Non-Executive Chairman, J. Walter Thompson Company
- Eileen Lynch, Global Head of Brand Strategy, Advertising and Marketing, Thomson Reuters
- Martha Raddatz, Chief Global Affairs Correspondent, ABC News
- Marian Salzman, CEO, Havas PR North America
- Dick Wilde, Senior Vice President & Counsel, PixelCorps

# PROGRAMS

In 2014, \$6.5 million was invested in programs (36% increase over 2013). Since inception, more than \$25 million has been spent on finding, funding and shaping innovative programs.

## 2014 SPENDING BREAKDOWN

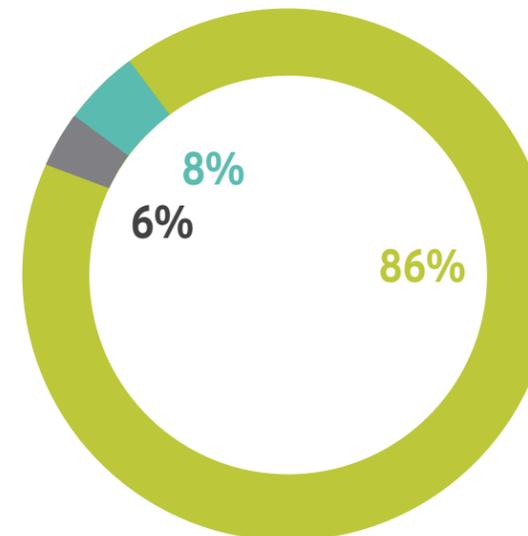
Unaudited 2014 financials



- PROGRAM SPENDING
- FUNDRAISING
- MANAGEMENT

## SPENDING BREAKDOWN SINCE INCEPTION

Including unaudited 2014 financials



- PROGRAM SPENDING
- FUNDRAISING
- MANAGEMENT



## TEAM NOTES

Joining us in 2014 were:

### **Sam Kille, Communications Manager**

Kille joined the Bob Woodruff Foundation as communications manager, after serving as public affairs officer for Team Rubicon, a veteran-led disaster relief organization (and BWF grantee). He has a strong background in nonprofit communications and media relations, including seven years (and several high-profile disasters) as a communications director with the American Red Cross. He developed his skills while serving as a combat correspondent and public affairs specialist in the Marine Corps, with experience in print and broadcast journalism, editing, community relations and public affairs activities. In addition to a degree in media communications, he holds a certificate in nonprofit and fundraising management.

### **Meredith Beck, Senior Charitable Investments Advisor**

Beck currently serves as the Senior Charitable Investments Advisor for the Bob Woodruff Foundation. She brings to the position a deep knowledge of programs and legislative policy relating to veterans issues, having previously served as the Special Assistant to the Secretary of Veterans Affairs, focusing on Community Reintegration. Prior to that, she was the National Policy Director for the Wounded Warrior Project. Additionally, she served as the Military Legislative Assistant to Senator Lindsey Graham, a member of both the Senate Veterans Affairs Committee and the Senate Armed Services Committee. She also served for five years on the staff of Senator John Warner, former Chairman of the Senate Armed Services Committee.

### **Kevin McDonnell, Senior Charitable Investments Advisor**

McDonnell is a retired Army colonel who currently serves as a consultant to the Bob Woodruff Foundation. He brings both leadership and a wealth of practical knowledge to the foundation, and shares our passion for helping injured veterans and finding the best programs to do so. McDonnell spent almost 30 years as an Army officer in the Special Operations community and commanded elements from the Special Forces detachment through Special Forces Group and Combined and Joint Special Operations Command Task Force. Following his uniformed military service, he served as the Director of the US Special Operations Command Care Coalition for 3 years. He now consults with emerging business initiatives that focus on improving the defense and health care sectors.





**BOB WOODRUFF FOUNDATION**  
Helping **heroes** on the homefront