



BOB WOODRUFF FOUNDATION
Investing in the Next Chapter for Our Veterans

1350 Broadway, Suite 905, New York, NY 10018 | 646.341.6864

bobwoodrufffoundation.org | [@Stand4Heroes](https://www.instagram.com/Stand4Heroes)

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**BOB WOODRUFF
FOUNDATION**

Investing in the Next Chapter for Our Veterans

YEARS



AND COUNTING

2016 ANNUAL REPORT



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**THE BOB WOODRUFF FOUNDATION
IS DEDICATED TO ENSURING
THAT POST-9/11 IMPACTED
VETERANS, SERVICE MEMBERS
AND THEIR FAMILIES ARE THRIVING
LONG AFTER THEY RETURN HOME.**

A NOTE FROM **OUR FOUNDERS**



DEAR FRIENDS,

On March 6, 2006, Bob Woodruff opened his eyes after 36 days in a medically induced coma and began to speak. The rest of us let our breath out. For Bob, the hard work of recovery was about to begin, but the rest of us had a different mission.

Our extended family had to make good on a bedside promise. We'd vowed that if Bob woke up and began to recover, we would use the attention from our story to shine the light on the needs of the real heroes, the men and women around us in the military hospital who had been injured in service to their country.

Ten years ago, the Bob Woodruff Foundation grew out of the ashes of a horrible event, and today, the two of us are still incredulous at what has been accomplished. We are humbled and grateful for our donors, the board leadership and our experienced and dedicated staff. Yet there is so much more to do.

Since 9/11, a small percentage of our citizenry has stood, and still stands, in defense of our nation and its ideals. The injuries from these wars will carry over for decades and will ripple out to affect families. We owe it to our veterans to not only take a stand, but to remain standing for as long as they need us to.

As you'll see in this report, we have made a profound impact on the lives of today's veterans and their families by investing in ventures and programs that are effective, thoughtful and can evolve with our heroes' needs.

On behalf of those whose lives have been empowered by your support and friendship, thank you. We can't wait to see where the next decade takes us!

BOB & LEE WOODRUFF
CO-FOUNDERS



**THE BOOTS BOB WOODRUFF
WAS WEARING 10 YEARS AGO
WHEN HE WAS INJURED BY
A ROADSIDE BOMB WHILE
COVERING THE WAR IN IRAQ.**

A NOTE FROM THE **EXECUTIVE DIRECTOR**

DEAR SUPPORTERS,

This was a milestone year for the Bob Woodruff Foundation, with Jan. 29 marking Bob Woodruff's 10th Alive Day — a decade since he was seriously injured in Iraq. We celebrated his recovery, and more importantly, leveraged his story to give hope to those who have been wounded.

In advance of the anniversary, Lee found the boots Bob was wearing that day, untouched after 10 years. She had a photo taken and published a heartwarming letter to Bob on her blog. It went viral, resonating with caregivers and people all over the world who have been through something tragic.

Bob and Lee's story, 10 years later, has a timelessness and sacredness that we could never have predicted. The photo became a symbol of our journey. It represents a decade of healing; however, some of the blood and dirt will be caked on forever, reminding us that our work is far from done.

From the beginning, the Woodruff family set the bar high with their expectations for our efforts. Their unwavering commitment, integrity, and generosity are our true north.

There is a lot of uncertainty during a time of transition, with a new administration in place; the good news is that our model has stood the test of time. We are agile and uniquely positioned to adapt as the needs change, and our transparency, accountability and integrity ring true with our stakeholders.

Beyond empowering 2.5 million impacted veterans, service members and their families in the last decade, we have invested more than \$38 million toward meeting their long-term needs.



Last year, 87 percent of spending went toward programs. I'm pleased to report that Charity Navigator recognized our work — awarding us 4 stars for exceeding industry standards.

As we turn the page to the next decade for Bob Woodruff Foundation and a new chapter for America, our goal is to project strength, resilience and peace.

Following, you will find a report detailing our activities throughout the year. Thank you for your dedication to the Foundation and for bringing the resources to bear to accomplish this great mission.

ANNE MARIE DOUGHERTY
EXECUTIVE DIRECTOR

WHO WE ARE

Ten years ago, Bob and Lee Woodruff seemed to have it all. But when Bob's armored vehicle was hit by a roadside bomb while covering the war in Iraq, life changed in an instant.

Bob was reporting on the transfer of power between U.S. and Iraqi security forces for ABC's "World News Tonight," Jan. 29, 2006, when he sustained his life-threatening traumatic brain injury. Lee was on vacation with their children when she received the call — and was soon thrust into the role of caregiver.

Thanks to the quick actions of brave soldiers, medics, and military medical professionals, Bob's life was saved. Within a few days, he was brought to the Naval Hospital at Bethesda, Md. There, Bob spent 36 days in a medically-induced coma, and Lee was introduced to the families of service members dealing with the impact of hidden injuries such as Traumatic Brain Injury (TBI), Post-Traumatic Stress (PTS) and depression. The experience inspired their family to do one thing: Give our injured heroes access to the high level of support and resources they deserve, for as long as they need it. That wish became our mission.

Since then, our small but nimble team has worked diligently to *Find, Fund, and Shape* the most innovative programs serving veterans affected by the wars in Afghanistan and Iraq.

To date, we have invested more than \$38 million to create long-lasting, positive outcomes for our nation's heroes, empowering more than 2.5 million impacted veterans, service members and their families.

There are more than 46,000 non-profits serving veterans across the country. But we've honed the ability to navigate that maze, while keeping pace with the changing needs of our veterans.

As we look back on a decade of progress, we keep our sights set on the future. It is by connecting communities with the brave veterans returning to them, that we are best able to provide more than stopgap measures, but long-term solutions that take a holistic approach to recovery.

CORE COMMITMENTS

- We will help service members and their families thrive beyond their time in uniform.
- We will pursue ways to provide service members and their families access to the same quality of support through their recovery that Bob Woodruff and his family received.
- We will devote as much diligence for how we allocate funds as we do for how we raise them.



WHAT'S AT STAKE

Approximately
2.8 million
U.S. service
members have been
deployed since
Sept. 11, 2001

90 percent
of those wounded
in combat are
surviving their
injuries

350,000+
have sustained
a Traumatic
Brain Injury

One in five
suffers from
'invisible wounds'
like Post
Traumatic Stress
or depression

1.1 million
individual
caregivers are
caring for impacted
service members
and veterans



“ The Bob Woodruff Foundation isn’t just an organization, it’s a family. They’ve been with me in my darkest hours and when you have people like that standing behind you, it’s hard to give up on yourself. ”

KIRSTIE ENNIS

SERGEANT, U.S. MARINE CORPS (RET.)

Kirstie Ennis, a Marine veteran, has gone through more than 40 operations since her helicopter crashed in Afghanistan in 2012 – including the amputation of her leg.

WHAT WE DO

We ask people to stand up for heroes so that we can Find, Fund, and Shape™ innovative programs that help our impacted veterans, service members and their families thrive.

Our expertise and collaboration with other experts allow us to assess emerging areas of need in the lives of the people we serve and identify gaps in services.

Today, we are a leading nonprofit dedicated to ensuring injured service members, veterans, and their families receive the care and support they not only need, but deserve.

FIND

Through our Charitable Investments Program, we diligently navigate a diverse range of nonprofits to find the most innovative programs meeting the needs of today's veterans. We view and treat our grantees as a portfolio, carefully cultivated for impact and sustainability. We look for diversity in program focus, organization type, and geographic location and scope.

FUND

Through due diligence and a commitment to meeting the highest of standards, the Bob Woodruff Foundation invests in high impact programs and resources that ensure "Success that Sustains." This creates a connection between community and veteran, perpetuating a cycle of positive returns for service members and their families, and contributors alike.

SHAPE

By collaborating with government, private and public organizations, we're able to influence the best programs and resources and improve upon them. Leveraging our subject matter expertise, we shape them with innovative solutions and stay actively involved in their progress, allowing them to be even more efficient and effective at providing the greatest good where it's needed the most.

WHAT SETS US APART

As a non-partisan leader in the military-veteran community, the Bob Woodruff Foundation brings transparency and credibility to its partners and complements their efforts.

Our mission was born out of an authentic experience that is directly relatable to the population we serve. We have spent a decade cultivating balanced and consistent relationships and can assemble other highly regarded individuals in the military,

government, public policy, media, business, philanthropy and non profit sectors to identify emerging trends in the veteran space and collaborate to expend resources and close the gaps. We focus on solutions in three areas:

EDUCATION AND EMPLOYMENT

Our 2016 Education and Employment grants recognized the career interests in the population we serve range from agricultural aspirations to corporate and entrepreneurial goals. With nearly a quarter million military members transitioning from service annually, we work tirelessly to make sure education and employment enables and enriches the next chapter of their lives. In 2016, our Education and Employment grants reflected the diverse ambitions of the community we are missioned to support.

REHABILITATION AND RECOVERY

Today's service members return with injuries that would have been fatal in earlier conflicts. We are funding programs that heal both the physical and hidden wounds of war. We are focusing in particular on the development of programs that focus on the long-term effects of living with injury. Our 2016 Rehabilitation and Recovery grants were targeted to organizations that promoted veteran wellbeing through a range of creative and alternative therapies, each benefitting from collaboration, participation, and oversight from expert traditional care providers.

QUALITY OF LIFE

Ensuring that injured veterans and their families have access to meaningful opportunities and experiences, which enhance their quality of life, is at the heart of our mission. Programs we shape provide service members with a sense of purpose, a place to live, healthy family relationships, and outlets for socialization. In 2016, we granted to programs that sought better legal outcomes for veterans, healthy activities to engage veterans in their communities, and helped ensure that veterans' children thrive physically, socially, academically, and emotionally.



OUR MERIT

We are committed to maintaining the highest standards of accountability and effectiveness. We are an **Accredited Charity Seal Holder** with the **Better Business Bureau**, a **GuideStar Platinum Seal Recipient**, and earned the highest possible rating of **4 stars on Charity Navigator**.

“ Sometimes, I look back at some of the pictures of when I first got hurt – of when I couldn’t do anything, couldn’t even move my arms – to where I’m at now, competing at cycling, powerlifting, rowing and owning records. It’s just amazing to see how far I’ve come. ”

ISRAEL “DT” DEL TORO

MASTER SERGEANT, U.S. AIR FORCE

Air Force Master Sgt. Israel “DT” Del Toro was nearly killed by an improvised explosive device in December 2005. Despite more than a hundred surgeries through the years, and a 100-percent disability rating, Del Toro fought his way back into the Air Force. Beyond the strength he gained from the love of his wife Carmen and son Israel, Jr., DT found a renewed sense of purpose through adaptive sports. He has competed in the Warrior Games since they began in 2010, as well as the 2014 Invictus Games in London, both of which were sponsored by the Bob Woodruff Foundation.



CRITICAL AREAS OF NEED

We view and treat our grantees as a portfolio, carefully cultivated for impact and sustainability. We look for diversity in program focus, organization type, and geographic location and scope.

Organizations don't just hear a 'yes' or 'no' — we are committed to working with them to shape their programs to create something more beneficial for the people they are trying to support, and thus more appealing to future funders.

Veterans and caregivers turn to the Bob Woodruff Foundation to both report and receive an honest assessment of the resources available in their communities. This trust is earned through our comprehensive vetting process, and our commitment to transparency. We are proud that our community of experts, peers, and programmatic and strategic partners point to the Bob Woodruff Foundation as a thought leader in this space.

This year, we focused our investments on specific issue areas that are emerging or insufficiently supported:

- Family and caregiver support
- Access to and continuity of mental health care
- Military and veteran cultural competency and volunteerism
- Spirituality and mindfulness

Our 2016 portfolio emphasized partnership and collaboration across complementary approaches to mental health care and services, between government

and private organizations, and among Bob Woodruff Foundation grantees. With these grants, we recognized the unique opportunity of the Bob Woodruff Foundation to address the civilian/military divide by supporting the development and dissemination of accurate and compelling portrayals of veteran strengths and challenges. We were also able to use our platform to engage international partners and to promote responsible philanthropy, both by modeling sound investments and by participating in a scientific investigation of veteran outcomes with our philanthropic peer organizations.

2016 GRANTEE PROGRAMS

EDUCATION AND EMPLOYMENT

100 Entrepreneurs Foundation

100 Entrepreneurs Project

Atlantic Council

Atlantic Council Take Point Initiative

Bunker Labs

Bunker in a Box

Farmer Veteran Coalition

The 2016 Fellowship Fund and Homegrown by Heroes

Four Block

Career Readiness Program

Home Builders Institute

HBI PACT for Active Duty Service Members

Pat Tillman Foundation

Tillman Scholarship Program

Team Rubicon

Clay Hunt Fellowship Program

Team Rubicon Global, Ltd.

Team Rubicon Global

The Employment and Disability Institute (EDI) at Cornell University

Strategies for Gaining Insights to the Employment Challenges of Veterans with Disabilities

Warrior Scholar Project

Warrior Scholar Project (Program)

Worklife Institute

Veterans Worklife Transition and Sustainability Program

REHABILITATION AND RECOVERY

American Red Cross

American National Red Cross Complementary and Alternative Medicine Program

Headstrong Project

Headstrong Project Treatment Program

Hope For The Warriors

Family Resiliency Services

Museum of Glass

Hot Shop Heroes

One Mind for Research, Inc.

PatientsLikeMe Portal

Reboot Combat Recovery

REBOOT Combat Trauma Healing Course Expansion

Red Badge Project

Red Badge Project (Program)

Returning Heroes Home, Inc.

Intensive Outpatient Program for the Treatment of PTSD

Rush Medical Center

Road Home Program

Soldier and Families Embraced

Lazarus Project

Warrior Canine Connection

Veterans Court Program

Warriors at Ease

Warriors at Ease Mind Body Web Portal

(continued on page 14)



ELANA DUFFY SERGEANT 1ST CLASS, U.S. ARMY (RET.)

For more than a decade, retired Army Sgt. 1st Class Elana Duffy has struggled with vertigo, gaps in memory, and on occasion difficulty finding the right words to express herself.

While deployed to Iraq as an intelligence agent in 2005, she was traveling in a convoy when an improvised explosive device damaged her vehicle. She was temporarily knocked unconscious by the blast, yet having received no outward injuries, she continued on with her mission.

As time went on, Duffy experienced persistent headaches that became increasingly worse. She often felt as if the whole world was spinning. She eventually sought treatment, yet found herself being diagnosed with everything but the root cause of her ailment.

After two years of finding no answers, Duffy began to doubt her own sanity; however, a long-awaited MRI provided her vindication – she had sustained a severe traumatic brain injury (TBI). To date, nearly 360,000 post-9/11 service

members and veterans have been treated for this “hidden” wound, and the number is expected to rise.

The diagnosis unfortunately came with a price. A brain bleed had developed and surgery was required. Duffy was medically retired and her plans of being a career soldier came to an end.

Duffy returned home to New York feeling lost – she no longer had a sense of purpose.

That is until she learned of organizations founded by fellow veterans, like Team Rubicon, that afforded her the opportunity to reapply the skills she used in combat to help disaster victims, which she did following tornadoes in Oklahoma, and Typhoon Haiyan in the Philippines.

Duffy was one of the first members of Team Rubicon selected for the Clay Hunt Fellows, a leadership program started with funding from the Bob Woodruff Foundation. Through

it, dozens of veterans have strengthened their sense of self-worth.

Duffy has since carried those lessons into her professional life, and to other nonprofits, where she seeks to help her fellow veterans.

Among these is another BWF program partner, Team Red, White and Blue, which brings veterans and civilians together through physical and social activity. Initially, she thought her TBI meant an end of her fondest hobbies like mountain climbing.

Yet today, she can often be found in a Brooklyn climbing gym, teaching others to push past their own fears or injuries.

“Finding new ways around my problems, and tackling new challenges, that’s what keeps me moving forward in my recovery,” said Duffy. “And its programs like the ones supported by the Bob Woodruff Foundation that seem to be making the biggest difference.”

2016 **GRANTEE PROGRAMS** (continued)

QUALITY OF LIFE

Arts in the Armed Forces

Arts in the Armed Forces 8th Annual Broadway Event

Boston University

Strength at Home

Center for Court Innovation

Enhancing Court Services for Veterans Initiative

Disabled Sports USA

Chapter Capacity Building — TBI and PTS Awareness

Greater Washington Educational Telecommunications Association

BrainLine: For Service Members, Veterans,
and Families Dealing with TBI or PTS

Growing Veterans

Growing Veterans Sustainable Development

GSW Foundation / Rosalynn Carter Institute for Caregiving

Operation Family Caregiver, Washington

Henry Jackson Foundation for the Advancement of Military Medicine

The Veterans Metrics Initiative:
Linking Program Components to
Post-Military Well-Being (TVMI Study)

Military Child Education Coalition

Supporting Veterans' Children Through Transitions

M-SPAN

Peer Support Summit Scholarships

New York State Defenders Association

Veterans Defense Program

North Carolina Public Radio

The American Homefront Project

Northeast Passage

Promoting Access, Transition, and
Health (PATH) Program

Our Military Kids

Our Military Kids (Program)

Points of Light

Conference Forum: Service in Support of
Our Hidden Heroes

Project Healing Waters Fly Fishing

Nationwide Programs for Disabled Veterans

PsychArmor Institute

Bob Woodruff Foundation School for Volunteers

Quality of Life Foundation

Wounded Veteran Family Care Program

Team Red, White and Blue

Eagle Leadership Development Program

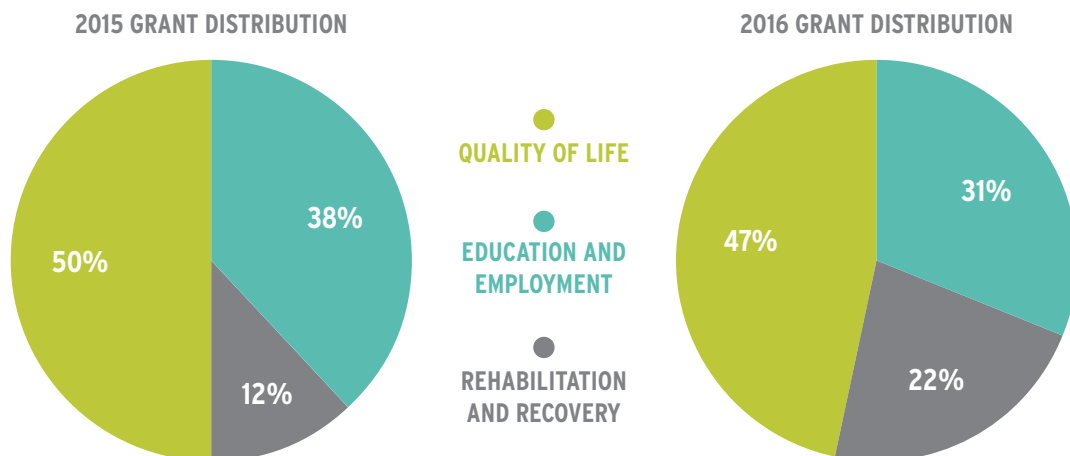
Urban Justice Center

Veteran Advocacy Project

GRANT SUMMARY

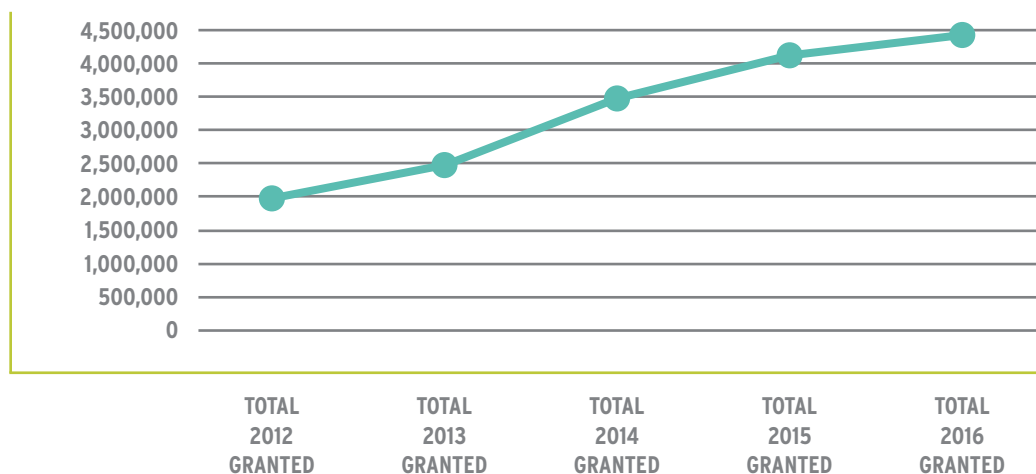
GRANT DISTRIBUTION

As the needs of our country's returning veterans evolve, so too do the needs of initiatives funded by the Bob Woodruff Foundation's grants.



5 YEAR SNAPSHOT

The amount the Bob Woodruff Foundation has been able to grant to various organizations has increased 120% over the past five years, including 47 grants totaling more than \$4.4 million in 2016.



2016 NOTABLE HIGHLIGHTS



BOB WOODRUFF'S 10TH ALIVE DAY

On Jan. 29, we reflected on the 10th anniversary of the day that a roadside bomb nearly took Bob's life in Iraq, while celebrating the impact that moment has had over the last decade through the founding of the Bob Woodruff Foundation. Lee Woodruff posted an emotional open letter to Bob on her blog that included a photo of the boots he was wearing in Iraq (untouched for a decade). "None of us can prevent the bad things from happening. That's simply a part of the rhythm of life," Lee wrote. "But the key is in how we respond ... whether you choose to get bitter or better."

IN VITRO FERTILIZATION (IVF) FUND

Veterans struggling with fertility issues related to service-connected injuries will now be able to turn to the Bob Woodruff Foundation for assistance, through the Bob Woodruff Foundation In Vitro Fertilization (IVF) Fund, a collaboration between the nonprofit, the American Society for Reproductive Medicine, and pharmaceutical companies, to make IVF care more accessible to post-9/11 service members and veterans. Guided by Dr. Gilbert Mottla and Dr. Michael Levy, the program reimburses out-of-pocket expenses for military families who until now have had to either incur enormous personal expenses or forgo their dreams of having children.

AMERICAN BAR ASSOCIATION NATIONAL LEGAL SUMMIT

Funded by a Bob Woodruff Foundation grant, the American Bar Association (ABA) held a convening in Washington, D.C. to lay the groundwork for the creation of a National Military & Veterans Legal Services Network. This summit developed a list of strategies and tactics for establishing an effective National Legal Services Network for service members, veterans, their families, and caregivers. Inspired by the summit, the international law firm Jones Day has taken the recommendations and developed their own in-house program to help veterans receive pro-bono services.



WARRIOR GAMES

This June, the Department of Defense held the annual Warrior Games in West Point, NY, bringing together more than 250 wounded athletes. Committed to the healing power of adaptive sports, the Bob Woodruff Foundation has sponsored the Games every year since their inception. The event received national coverage on the opening and closing ceremonies and was shown on ESPN Sports Center. The Warrior Games demonstrates that the injury does not define the veteran; rather, it shows the ability of the veteran to overcome adversity.

2ND ANNUAL TASTE OF FREEDOM INVITATIONAL

Through the leadership of Dave Woodruff, the 2nd Annual Taste of Freedom Invitational was held at the Detroit Gun Club in Michigan. The grassroots fundraiser, hosted in Bob Woodruff's home state, created an opportunity for the local community to rally around the Foundation's mission. Twenty-plus teams competed for top slots with all of the proceeds going to the Foundation.

TIMES SQUARE PROMOTION

This year, visitors to NYC's Times Square looked up and saw the Bob Woodruff Foundation featured on the Thomson Reuters Jumbotron. Generously donated, the animation ran in both September and October. Bob Woodruff Foundation was also featured during Morgan Stanley's Lights on Broadway campaign, which highlights a different cause each month, on centrally-located screens in Times Square. The Foundation was chosen from a pool of hundreds of nonprofits to receive the honor during Veterans Month.

"BOB WOODRUFF FOUNDATION COLLABORATES WITH SUBJECT MATTER EXPERTS TO IDENTIFY AND SHAPE SOLUTIONS IN RESPONSE TO EMERGING NEEDS THAT IMPACT THE QUALITY OF LIFE OF THOSE WHO'VE SERVED."

Anne Marie Dougherty, Executive Director, Bob Woodruff Foundation

2016 NOTABLE HIGHLIGHTS



SPRINGSTEEN CONCERT EXPERIENCES

Inspired to help veterans, Sam Springsteen approached the Foundation with an idea to give service members, veterans, and their loved ones an opportunity for a once in a lifetime experience by attending a Bruce Springsteen concert complete with back stage VIP treatment. More than 70 veterans and their families attended concerts across the country during The River Tour.



VETERANS ON WALL STREET MIXER

The Foundation supported Veterans on Wall Street's (VOWS) annual cocktail reception in New York City, an opportunity for veterans in the financial industry to mingle and share experiences. This was an exciting opportunity to build upon our long-time partnership with VOWS, and to share the story of the Foundation with the consortium of banks committed to increasing veteran employment and retention. Actor Tom Skerritt gave remarks along with Executive Director Anne Marie Dougherty and Leadership Council member Suni Harford.



NEXT GENERATION ACTION COUNCIL

Inspired by Mack Woodruff, the Bob Woodruff Foundation Next Generation Council was formed by a group of people eager to engage with the Foundation's message and mission. The Council serves as a way to bridge the gap between young military veterans and civilians and raise awareness among a new generation of influencers. 2016 welcomed the kick-off event for this new initiative, which consisted of a cocktail party featuring speeches by Mack Woodruff and Jared Sterk, Marine veteran.

2016 NOTABLE HIGHLIGHTS

GENEROUS PERSSON AWARD

Philanthropist Helen Persson understood the wounds of war. She served as a Lieutenant Commander in the U.S. Navy Nurse Corps, during World War II. Her dedication to helping the injured veterans of the post-9/11 conflicts led to a \$1 million gift to the Bob Woodruff Foundation. Her generosity was instrumental in providing the funding support needed in the early years of our work. As we end our first decade since Bob's injury, we are reminded of the lasting impact that such a gift can have and we are proud to continue her legacy of service.

In honor of Helen, we established the annual Generous Persson Award to honor those who have demonstrated excellence in the field of assisting military service members and their families.

Marked by thoughtfully crafted photomontages and poignant acceptance speeches, the intimate event was held at The Eventi Hotel in New York City and celebrated the open hearts and abundant generosity of this year's recipients:

- **CRISTINA CARLINO**, founder of *philosophy*
- **DUNCAN NIEDERAUER**, partner, Manikay Global Management, and current member of the Foundation's Leadership Council
- **SAM SPRINGSTEEN**, who created unique concert experiences for injured veterans and their loved ones



// Being generous is as simple as raising your personal bar to where you can succeed in the act of giving. Generous people don't make excuses about why they can't help, they find a way to help that's within their limits. For one, it can be as monumental as building a huge organization, for another, it may only be the simplest, smallest act, but as long as both people are doing the most they can, they are equally generous. //

DUNCAN NIEDERAUER

PARTNER, MANIKAY GLOBAL MANAGEMENT
2016 RECIPIENT OF THE
GENEROUS PERSSON AWARD

SPRING RECEPTION

In April, we co-hosted our annual spring reception at the Hay Adams Hotel in Washington, D.C. The evening, hosted in partnership with the Greater Washington Board of Trade, highlighted our shared responsibility to address the enduring needs of our nation's injured veterans, service members, and their families. Attendees included senior White House officials, Cabinet members, U.S. Senators and Representatives, top military officials and leaders of global corporations.

This year, our honored guest, then-Veterans Affairs Secretary Robert A. McDonald, spoke to the challenges and opportunities in the veteran space.

Bob Woodruff, Lee Woodruff, and Jim Dinegar, CEO of the Greater Washington Board of Trade, also made remarks. Bob Woodruff Foundation grantee Arts in the Armed Forces concluded the reception with performances by actors Maechi Aharanwa, Desmin Borges, and its co-founder, Adam Driver.

The evening was supported by a number of corporate partners, including Accenture Federal Services, Lockheed Martin Corporation, Booz Allen Hamilton, Ford Motor Company, Pentagon Federal Credit Union, and SunTrust Bank.





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1. Lee Woodruff addresses a crowd consisting of leaders in government, industry and philanthropy, as well as injured service members and veterans; 2. Jim Dinegar, CEO of the Greater Washington Board of Trade; 3. Representing Bob Woodruff Foundation grantee Arts in the Armed Forces, actress Maechi Aharanwa performs a solo piece; 4. Arts in the Armed Forces co-founder Adam Driver and Bob Woodruff Foundation Board Member Gerry Byrne; 5. Lee Woodruff, then-Secretary of Veterans Affairs Robert A. McDonald, and his wife Diane McDonald; 6. Bob Woodruff and then-Secretary of Veterans Affairs Robert A. McDonald.

DINE OUT FOR HEROES

Following the success of Dine Out for Heroes 2015, we set out this year to build upon the footprint of this unique fundraiser. Through the leadership and commitment of visionaries in the hospitality industry Peter and Penny Glazier, and entertainment's Caroline Hirsch and Andrew Fox, we rallied the New York City restaurant community around the Foundation's mission.

On Veterans Day 2016, participating restaurants donated \$1 per diner to the Bob Woodruff Foundation in support of our mission. Patrons who wanted to show their support dined at these locations, across New York City and Long Island.

Celebrity chef Alex Guarnaschelli joined the team this year as our spokesperson and promoted the event via her popular social media accounts. She also appeared alongside Bob and Lee Woodruff, Caroline Hirsch, and military veterans who have benefited from Bob Woodruff Foundation supported programs, on ABC's daytime food talk show, "The Chew." The segment focused on the Foundation's mission and encouraged folks to show their support by grabbing a bite to eat at participating Dine Out for Heroes restaurants.

Times Square lit up when Morgan Stanley, as part of their "Lights on Broadway" campaign, showcased the Foundation throughout November on their marquee screens in the heart of New York City. On Veterans Day, the screens included a special promotion dedicated to Dine Out for Heroes.



Celebrity chefs Alex Guarnaschelli and Michael Symon hosted veterans on ABC's "The Chew". From left: Joe Quinn, Josef Kaplan, Elana Duffy, Guarnaschelli, Bob Woodruff, Caroline Hirsch, Symon, Lee Woodruff.

The Foundation promoted Dine Out for Heroes on our updated website, and across all social media platforms. Through these combined efforts, social media exposure increased 100 percent. We are also proud to report that multiple media outlets shared stories about Dine Out for Heroes including The New York Times, New York Post, OpenTable, Variety, Yahoo!, Page Six, and more.

CHARLOTTE STANDS FOR HEROES

Inspired by Stand Up for Heroes, the Hood Hargett Breakfast Club, led by Executive Director Jenn Snyder, hosted the first-ever Charlotte Stands for Heroes in Charlotte, N.C.

The event honored 30 injured service members and their guests over a two-day period. Activities included a special tribute from the Carolina Panthers, complete with a blue-carpet entrance into the stadium and personalized jerseys. This was followed by a spa experience from Modern Salon and Spa before the comedy show and concert at Knight Theater.

Charlotte Stands for Heroes brought star-power and southern charm to the stage, inspiring an audience of over 1,000 guests to participate in an evening of generosity that paid tribute to military members and their families. The event featured music by the award-winning country artist Darius Rucker, a performance by comedian Sinbad, a moving national anthem recital by NBC's *The Voice* contestant, Meghan Linsey, and emcee commentary by Bob and Lee Woodruff. The event was attended by several members of the Carolina Panthers and NFL alumni.



1. Injured service members are welcomed to Bank of America Stadium by the Carolina Panthers; 2. Darius Rucker; 3. Bob Woodruff, Lee Woodruff, Jenn Snyder, Sinbad, Meghan Linsey, and Darius Rucker hang out backstage during Charlotte Stands for Heroes.

STAND UP FOR HEROES

Celebrating a decade of laughter and music and honoring our nation's injured service members, the 10th Annual Stand Up for Heroes raised more than \$6.4 million for the Bob Woodruff Foundation, in front of a sold-out crowd at the Theater at Madison Square Garden.

Presented by the Bob Woodruff Foundation and the New York Comedy Festival, the 10th Annual Stand Up for Heroes, brought to you by Veterans on Wall Street, supported by founding sponsor GFI Group Inc., and the Steven & Alexandra Cohen Foundation, featured comedic performances and music by Louis C.K., Jim Gaffigan, Jerry Seinfeld, Bruce Springsteen, and Jon Stewart. American Idol winner Phillip Phillips opened the show with an acoustic performance of the national anthem.

Also taking the stage were injured veterans who inspired the crowd, and the nearly 100 fellow injured veterans, service members, and their loved ones, seated in the front rows. Among the powerful stories of recovery shared during the evening was that of Air Force Master Sgt. Israel Del Toro. Badly burned by an improvised explosive device in Afghanistan, he clung to life to keep his promise to his young son that he would return home. The two took the stage together and received a standing ovation.

Beyond comedy and music, the performers engaged with the crowd to help raise funds for the Foundation's mission.





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1. Israel Del Toro Jr. and his father, Air Force Master Sgt. Israel "DT" Del Toro; 2. Bruce Springsteen; 3. American Idol winner Phillip Phillips; 4. Caroline Hirsch, Bruce Springsteen, Jim Gaffigan, Jerry Seinfeld, Bob Woodruff, Lee Woodruff, Louis C.K., and Jon Stewart; 5. Andrew Kinard, injured Marine veteran, shares his story on stage.



4



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2016 EVENTS



“AS A FAMILY MEMBER, THERE ARE TIMES WHEN WE FEEL OVERLOOKED AND ISOLATED ... BUT ORGANIZATIONS LIKE THE BOB WOODRUFF FOUNDATION, AND NIGHTS LIKE THIS, REMIND US THAT WE ARE NOT FORGOTTEN OR ALONE.”

Rachel O’Hern, Executive Director, Quality of Life Foundation

STAND UP FOR HEROES (CONTINUED)

While Springsteen threw in his guitar and the comedians offered dinner, Harley-Davidson topped off the night by donating a one-of-a-kind, customized 2017 Fat Boy S.

The night would not have been possible without the support and leadership of Stand Up for Heroes visionaries Caroline Hirsch and Andrew Fox. In their honor, Bob and Lee Woodruff welcomed Caroline onstage to ceremoniously light the Empire State Building red, white, and blue. Extending the evening beyond the theater, ABC News hosted a Facebook Live broadcast from the red carpet and the JetBlue Room, and Thomson Reuters promoted the event on video screens in the heart of Times Square.

Prior to the show, the VIP Reception at Gotham Hall featured a stirring speech by then-Secretary of Defense Ash Carter, live-streamed by the Department of Defense, as well as remarks by Citigroup's Managing Director and Regional Head of Markets for North America Suni Harford and BGC Chairman and CEO Howard Lutnick. Martha Raddatz, chief global affairs correspondent from ABC News, and Bob Woodruff Foundation board member, emceed.

As always, attending veterans and their families enjoyed unique New York City experiences while in town. Through the generosity of NBCUniversal and Bloomberg LP, veterans chose between a private tour of NBC Studios or the National 9/11 Museum & Memorial. The NBC tour experience included remarks from NBC anchors Tom Brokaw, Lester Holt, and a surprise appearance by Late Night's Seth Meyers.

Our guests also enjoyed some pampering and primping ahead of the show courtesy of Dior, Truman's Gentlemen Groomers, and Pureology Serious Colour Care. Yoga classes with Gwen Lawrence and Nancy McLoughlin, and massages by Michelle Capellano, helped our heroes unwind and relax during their stay.

6. Bruce Springsteen rides on stage to join comedians Jon Stewart, Jim Gaffigan, Jerry Seinfeld, and Louis C.K. (not pictured); 7. Louis C.K.; 8. Jon Stewart; 9. Jerry Seinfeld; 10. Aaron Mankin, Marine veteran, and Jim Gaffigan; 11. Ash Carter, then-Secretary of Defense.; 12. Adam Driver and Michael Kacer, Army veteran.



10



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“THERE IS NO MORE COMPELLING NEED THAN SUPPORTING OUR VETERANS AND NO ONE DOES IT BETTER THAN THE BOB WOODRUFF FOUNDATION.”

Stephen Crawford,
Chief Financial Officer, Capital One

MAJOR IN-KIND SPONSORS

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. We are grateful to the following organizations and individuals that donated time and talent to stand up for heroes everywhere.

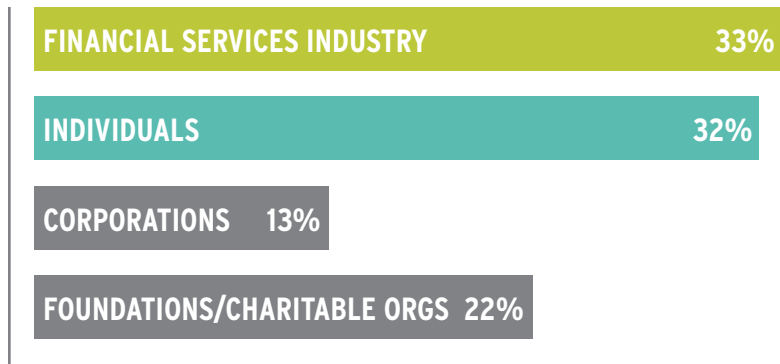
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2016 FINANCIAL SUMMARY

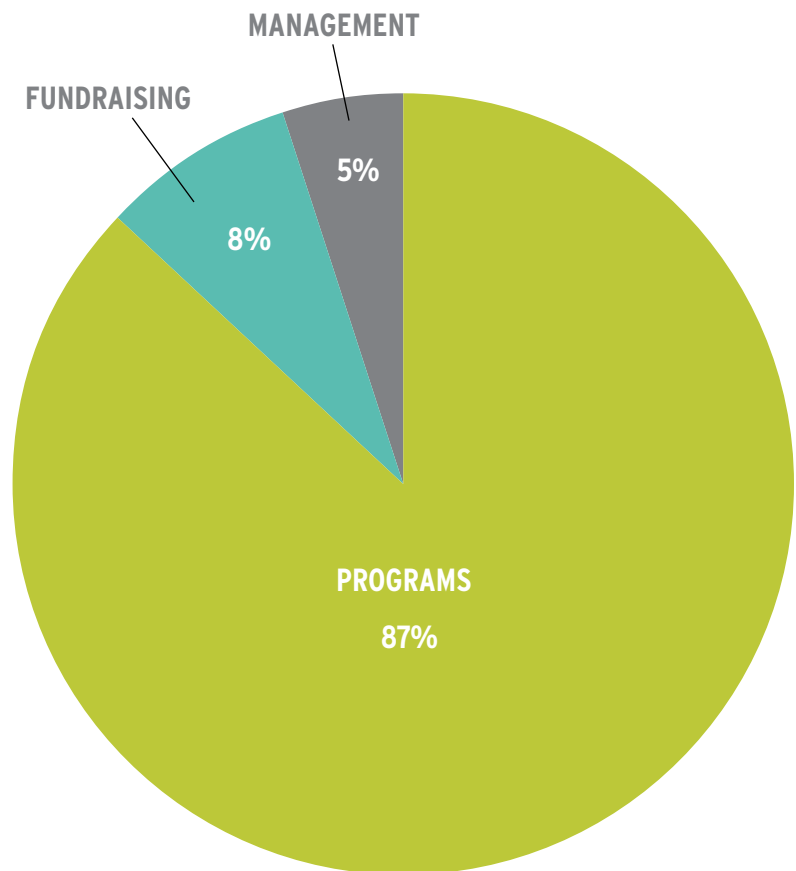
2016 REVENUE SOURCE*

\$10 million was raised in 2016. Approximately 90% of 2016 revenue came from gifts over \$10,000.



2016 EXPENSES*

In 2016, \$8.6 million was invested in programs (32% increase over 2015). Since inception, more than \$38 million has been spent to Find, Fund and Shape innovative programs.



*The financial results included in this report may contain unaudited figures. The Bob Woodruff Foundation's complete, audited financial statements can be obtained online at bobwoodrufffoundation.org or by calling (646) 341-6864.

STATEMENT OF ACTIVITIES

Years ended December 31, 2016 and 2015

	2016			2015		
	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
REVENUE AND SUPPORT						
Special Events	\$ 6,196,064	\$ —	\$ 6,196,064	\$ 7,074,930	\$ —	\$ 7,074,930
Contributions	2,313,053	115,000	2,428,053	1,718,737	1,835,000	3,553,737
In-Kind Contributions	1,410,293	—	1,410,293	323,267	—	323,267
Investment Income	2,172	—	2,172	5,289	—	5,289
Other Income	18,984	—	18,984	112	—	112
Net Assets Released from Restriction:						
Satisfaction of Purpose Restrictions	9,500	(9,500)	—	1,831,500	(1,831,500)	—
Total Revenue and Support	9,950,066	105,500	10,055,566	10,953,835	3,500	10,957,335
EXPENSES						
Program Services:						
Charitable Investments	5,402,123	—	5,402,123	5,115,660	—	5,115,660
Public Awareness and Education	857,434	—	857,434	961,757	—	961,757
Individual Giving	378,907	—	378,907	363,722	—	363,722
Collaborative Efforts	2,042,837	—	2,042,837	855,930	—	855,930
Total Program Services	8,681,301	—	8,681,301	7,297,069	—	7,297,069
Supporting Services:						
Management and General	515,309	—	515,309	573,148	—	573,148
Fund Raising	808,268	—	808,268	601,746	—	601,746
Total Supporting Services	1,323,577	—	1,323,577	1,174,894	—	1,174,894
Total Expenses	10,004,878	—	10,004,878	8,471,963	—	8,471,963
CHANGE IN NET ASSETS	(54,812)	105,500	50,688	2,481,872	3,500	2,485,372
Net Assets – Beginning of Year	11,044,103	4,500	11,048,603	8,562,231	1,000	8,563,231
NET ASSETS – END OF YEAR	\$ 10,989,291	\$ 110,000	\$ 11,099,291	\$ 11,044,103	\$ 4,500	\$ 11,048,603

OUR LEADERSHIP

In what can be described as a milestone year, the Board of Directors and Leadership Council not only helped us celebrate the success of the past 10 years, they set a strategic vision that will carry us well forward into our next decade.

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WE ENTHUSIASTICALLY WELCOMED RETIRED ARMY **GENERAL MARTIN DEMPSEY, THE 18TH CHAIRMAN OF THE JOINT CHIEFS OF STAFF, AND **JAMES HNAT**, EXECUTIVE VICE PRESIDENT, GENERAL COUNSEL & CORPORATE SECRETARY OF JETBLUE, TO OUR BOARD OF DIRECTORS. THEIR UNIQUE SKILL SETS AND BACKGROUNDS ARE INVALUABLE ADDITIONS TO OUR LEADERSHIP.**

A NOTE FROM **GEN. MARTIN DEMPSEY USA (RET.), 18TH CHAIRMAN OF THE JOINT CHIEFS OF STAFF**

For the past five years – first as 37th Chief of Staff of the Army and then as 18th Chairman of the Joint Chiefs of Staff – I watched the work of the Bob Woodruff Foundation with deep appreciation. The more I've learned about them, the more I believe that there are several things which define this Foundation and make it a charitable organization to be both admired and emulated.

The first thing is simply the magic of Bob and Lee Woodruff. Bob's wounds are well documented, and Lee's heroics as his caregiver are well known. Less known is the special chemistry that they have developed in working together to give back to the wounded and to their families. This chemistry permeates the Foundation and allows them to touch military families on a very

personal level. It also allows them to connect people – from military members, to medical professionals, to entertainers, corporate executives to politicians – and to get these disparate groups to enthusiastically work together for the common cause of making life better for those who need it most.

The second thing is the way they have adapted the Foundation's objectives to keep pace with the needs of the wounded as they change over time. The Bob Woodruff Foundation is a learning organization and relentlessly inquisitive about how they can best apply their resources to make a positive difference in the lives of the wounded and their families. Our nation's military is likely to be in conflict for at least the next decade, and the Woodruff's challenge to

both "stand up" for heroes and "stay standing" is an important statement of enduring and adaptable commitment.

And the third thing is the way they have made a core commitment to "devote as much diligence to how they allocate funds as they do to raising funds." That commitment guarantees that the support of the Bob Woodruff Foundation means direct and accountable support to the troops.

To meet someone from the Bob Woodruff Foundation is to make a friend for life. It's that kind of organization. They have been, and will continue to be, an important part of our military's non-governmental support structure. I, for one, am thankful they have made supporting our military part of their life's work.

GET INVOLVED

Help us as we begin our next decade of ensuring support for our injured service members, veterans, and their families. Take a #Stand4Heroes and follow us @Stand4Heroes

DONATE

Your tax-deductible donation to the Bob Woodruff Foundation, a registered 501(c)3 organization, will change the lives of these heroes, their families and the communities that support them.

- One-time Donation
- Monthly Donation
- Honorary & Memorial Tribute
- Donate via Mail
- Wire Transfer
- Stock Transfer

- Employer Matching Gifts
- Donor Advised Fund
- Combined Federal Campaign
- Planned Giving
- Major Gifts
- Celebration Gifts

BECOME A SPONSOR OR STRATEGIC PARTNER

Corporations and individuals that stand up for heroes have made our mission possible since the beginning. By partnering with the Bob Woodruff Foundation, you are helping military families get the most out of life post-injury. If you or your company would like to support us, or wish to speak with us about becoming a strategic partner, please visit our website.

HOST AN EVENT

Use our online tools to raise money for the cause. Encourage donations in lieu of birthday or wedding gifts, hold your own special heroes event, or create a custom page to raise money from friends and colleagues toward a specific milestone.

BECOME A SOCIAL MEDIA AMBASSADOR

BWF Social Media Ambassadors are passionate about veterans' issues and the Foundation's mission, and are enthusiastic about engaging others in the conversation. If you have a willingness to use your social media power to spread the word about the Foundation's impact, we welcome you to add your voice and take a #Stand4Heroes by signing up to be an Ambassador online.

SAVE THE DATE

Stand Up for Heroes returns to the Theater at Madison Square Garden on **November 7, 2017!** For ticket or sponsorship information, email: sufh@bobwoodrufffoundation.org.



DONATE

An average of **87 cents** of every dollar goes directly to programs helping impacted veterans, service members and their families.

Designed by Jessica Weber Design, Inc., www.jwdnyc.com

Photography provided by Andrew Federman, Kirk Jackson, Sam Kille, Kevin Mazur, Keith Mellnick, Shana Novak, Stefan Radtke, and Alberto Vasari.