

The Yellow Ribbon Fund

Three Year Summary

This report to the Board of Directors is to provide a simple statement of the status of the Yellow Ribbon Fund after three years.

1. The Yellow Ribbon Fund's history, mission, and goals.
2. Description of current programs, activities, and accomplishments.
3. Responsibilities of the board, staff, and volunteers.
4. Characteristics that make the Yellow Ribbon Fund unique.
5. Needs met and community served by the Yellow Ribbon Fund.
6. Program objectives for next year: meet immediate needs and long-term goals.

1. The Yellow Ribbon Fund's history, mission, and goal

The Yellow Ribbon Fund was founded when members of the Washington area community learned of the needs of injured service members at Walter Reed Army Medical Center in Washington and the National Naval Medical Center in Bethesda. We also learned that there was no local community support system for these two hospitals as there is for other hospitals in our community

We incorporated the Yellow Ribbon Fund in February 2005 to enable us to help meet those needs. The Yellow Ribbon Fund qualifies for status as a not-for-profit organization under section 501(c)(3) of the Internal Revenue Code.

Our programs have attracted strong financial and other support beyond our local community. Contributors from all over the country, and soldiers and families leaving our area for their home towns have convinced us to expand our organization in two ways. First, we will enable contributors nationwide to benefit the troops and their families efficiently through the Yellow Ribbon Fund. Second, we will work with other groups, organizations, and individuals to assist our servicemen and women as they continue their transition to civilian life. Hence, our mission statement is:

Welcoming Our Injured Service Members Home

Unlike other organizations, we did not "bring" our program to benefit the servicemen and women to the hospitals. Their needs, not ours, define our programs and our mission. Volunteers met with the injured soldiers and Marines and asked what they needed; we asked the hospital and military staff the same question. Both groups said the same thing: "We need transportation and lodging so that families can visit their loved one, and we need transportation for the families caring for a patient in long-term care so that they can leave the hospital grounds."

They also said that they were very uncertain about their future, particularly those who will separate from the service after long-term medical rehabilitation. The staff made

another important point: while public attention is focused on those injured in Iraq and Afghanistan, all injured service members have the same needs.

The members of the Yellow Ribbon Fund Board and other volunteers with no prior fundraising experience began asking friends to contribute. Without any professional fundraising assistance and with very little cost to the YRF, our volunteers raised \$261,542 in our first year, \$680,629 in our second year, and \$1,561,790 in our third year, for a total of \$2,503,961 in three years. We invite you to review details of the past three years and our budget for the next fiscal year in the Financial Summary and the Program Summary at the end of this document.

The Yellow Ribbon Fund maintains a close relationship with the staff of both Bethesda Naval and Walter Reed. This includes staff in the Marine Liaison Office and the nurse/case managers on the units at Walter Reed, as well as the director and staff of the Soldier Family Assistance Center of Walter Reed, and the staff at the Mologne House and the Fisher Houses. These staff members confer with the Executive Director and staff and volunteers of the Yellow Ribbon Fund on a daily basis, recommending families and patients who they deem need assistance.

Our goal: to enable all Americans to do their duty to meet the needs of injured the service members that are not met by the government and other organizations.

2. Description of current programs, activities, and accomplishments.

- (a) Transportation Assistance Program: provided over 8,800 free taxicab vouchers to injured service members and their families; provided over 700 free rental cars to families for 35,000 rental car days; provided other miscellaneous transportations services to many other service members and family members, to enable them to visit their loved ones and enjoy our community. Program value: \$1,163,000.**

As noted above, Yellow Ribbon Fund volunteers had initial meetings with injured service members and with hospital staff and then went to work. After determining when and how the government and other organizations provide transportation—to assure that the YRF would not be duplicating other efforts—volunteers established contracts with local taxicab companies enabling the service members and families to obtain vouchers from hospital staff for free taxicab services. Volunteers established a very generous arrangement with NextCar, Inc. for an in-kind contribution of almost \$470,000 in rental car value over cost. The rental car program is the YRF's "Signature Program."

In its first three years of operations, from March 1, 2005 to February 29, 2008, the Yellow Ribbon Fund has issued over 8,800 free taxi vouchers—with a value of over approximately \$300,000—for service members and their families. We have provided over 700 free rental cars—with a value, at \$20 per day, of over \$700,000—for extended lengths of time for more than 35,000 total rental car days.

(b) Lodging Assistance Program: provided over 2,780 free nights in hotels to more than 715 families and provided over 2,820 free nights in apartments to more than 40 families to enable them to stay in our community while caring for their injured soldier, sailor, Marine, airman or coast guardsman or woman. Program value: \$485,000.

After assuring that the YRF would not be duplicating other efforts, volunteers approached two generous local apartment owners, Rock Creek Springs Apartments and Corona Apartments, to donate free apartments and Donohoe Hospitality Services to offer free hotel rooms at its Holiday Inns. We rented two more apartments and received another free one.

In its first three years of operations, from March 1, 2005 to February 29, 2008, the YRF has provided over 715 service members and their families with more than 2,780 free hotel nights (average stay 3.8 nights), with a total value, at \$120 per night, of \$333,600. We hosted over 40 families in our apartments, three of which were donated free to the YRF, for over 2,820 nights.

(c) Warfighter Appreciation Program: Provided support for activities and events in our community for more than 3,200 injured service members and family members at Bethesda Naval and Walter Reed, including the Mologne House Courtyard Program. Program value: \$215,000.

YRF volunteers stay in regular contact with the families we help. We take them out to ball games and we get together for other social occasions. We take them hunting and fishing and we play golf together. We join with Team River Runners in kayaking and with Operation Healing Waters and other groups in fishing and hunting.

Local businessmen donate seats to baseball, football, hockey, and basketball games. Other contributors provide tickets to the circus, ice skating, and other performances at local arenas and the theater, such as the performance of A Christmas Carol at Ford's Theater.

Our Yellow Ribbon Fund volunteers engage in many social activities with the families, both at the hospitals and in the Community. We decorated the Fisher Houses and other facilities for the holidays, and we sponsor the children's Halloween Party, a St. Patrick's Day Party, and a Cinco de Mayo dinner. We host organized events and casual lunches and dinners for the troops and their families.

The Mologne House Courtyard Program was a major part of the Warfighter Appreciation Program this year and was completed in the new year. We improved the quality of life for those living on the Walter Reed campus by adding a playground, several patios, a gazebo, and wheelchair accessible ramps and walkways in the Courtyard behind the Mologne House, the principal residence for out-patients at Walter Reed.

The playground portion cost \$66,089 last year and benefited from in-kind contributions and cooperating payments from Operation Homefront and the Armed Forces Foundation of more than \$83,000, to produce a facility with a value of about \$150,000. Other aspects of the Mologne House Courtyard Program cost \$217,142 last year and we have budgeted \$270,000 in the new year to complete it. We cannot put a final value on this program until it is completed, and therefore we limit its value this year to the amount spent, \$366,231. The Mologne House Courtyard Program is funded from contributions specified for that program.

(d) Transition Assistance Program: Through the Mentor/Intern Program, provided mentors and internship opportunities to more than 240 injured service members. Through the new Ambassador Program, we will do the same in other areas. Program value: priceless.

When our volunteers got together with the soldiers and Marines, they saw another significant need: helping these young men and women who will leave the service after rehabilitation make the transition from military to civilian life. We realized immediately that we could not solve an individual soldier's problem of changing careers. We also found that there were governmental and private organizations trying to develop a program for all injured service members to solve each individual's problem of changing careers. None has been able to do it.

We developed a program of providing some mentoring, job shadowing and internships for injured service members. We offer the program to all service members, whether physically injured, impaired by disease, or in psychiatric rehabilitation, and not just to those who served in Iraq or Afghanistan. We offer internships only to those on out-patient status.

Our Mentor/Intern Program is focused on one soldier at a time. At each initial meeting, we encourage the soldier or Marine to take advantage of the transition programs offered by the VA and DOD. We evaluate the individual's ability and readiness to work in the community. We also encourage the individual to develop a plan to continue education in a field that will be helpful in a future career.

When assigned, a YRF mentor meets the service member to start working together and, if appropriate, to obtain an internship with a local business. The mentor may help the soldier develop a resume and to prepare for a job interview. Our mentors try to help soldiers in careers of their choice and to learn to network in the civilian community. Even when the mentorship does not lead to an internship or further opportunity, the service member has progressed toward a successful transition to civilian life. The mentor maintains regular contact with the service member.

We work as a complement to, not a replacement for, the career specialists in the Veterans Administration, the Department of Labor, the Department of Defense, and the Armed Services. We encourage all patients in our program to explore all the opportunities offered by the government to help them.

In our first three years, the Yellow Ribbon Fund has processed over 240 applicants and assigned mentors to more than half of them. Men and women who have volunteered to be mentors range from real estate developers, physical therapists, bankers, and retired executives.

Under this program, the Yellow Ribbon Fund has provided services with a cost of approximately \$100,000. We think of the program value as “priceless.”

During the past year we established the Ambassador Program, with the goal of appointing Yellow Ribbon Fund Ambassadors in all states. The Ambassador’s job is to provide support for injured service members returning to their home communities.

3. Responsibilities of the board, staff, and volunteers.

Our Board consists of nine volunteers, who are responsible for the overall fundraising, governance, and program oversight of Yellow Ribbon Fund, Inc. Our Board members have all contributed money and, more importantly, time to accomplish these essential tasks to achieve the success of the Yellow Ribbon Fund.

James S. Bugg, Sr., is Chairman of the Board, and the following are members: David J. Branson, Edward J. Quinn, Jr., John L. Adams, Doug Coppi, Corky Crovato, Lou Donatelli, Jim Nesbitt and Vito Pampalona.

Our Board members serve indefinite terms and have the authority to elect other Board members. Our Bylaws permit the election of up to 15 individuals to serve on the Board. None receives any salary or other benefit from the Yellow Ribbon Fund.

The Board has established several committees, of which the most important are the Fundraising Committee, the Executive Committee, and the Ambassador Committee. The Executive Committee has responsibility to promote best practices and to assure compliance with federal and state regulation of the activities of the Fund and to conduct oversight of the programs of the Fund.

The goal of the Fundraising Committee is to assure that the YRF has a sustainable funding base to support its programs for at least three years. The Board has made a decision not to hire any professional fundraising company and not to employ a staff member dedicated solely to fundraising, although this is a responsibility of the Executive Director.

The Ambassador Committee is chaired by Board Member Vito Pampalona. Its purpose is to appoint Yellow Ribbon Fund Ambassadors in all states.

Yellow Ribbon Fund Inc. has corporate officers and the YRF itself has officers with appropriate “operational titles.” Mark Robbins is President of the corporation and the Executive Director. Marie Wood is corporate First Vice President and Director of

Communications. Robert J. Talbot is corporate Second Vice President and Director, Mentor/Intern Program. Volunteers John Leyes and Charles Tate are, respectively, Secretary and Treasurer.

The YRF has six staff positions. In addition to those mentioned above, Diane Shoemaker serves as Director, Transportation and Housing, Mia Henderson as Administrative Director, and Amanda Madeline is the Director of Volunteers.

YRF volunteers participate in all activities of the organization, including fundraising, governance, and oversight. A local law firm provides free legal services. We engage the services of an independent accounting firm to audit the Fund.

Volunteers are most important, however, in carrying out the programs of the Yellow Ribbon Fund, particularly the Transition Assistance Program and the Warfighter Appreciation Program. All mentors and Ambassadors in the Transition Assistance Program are volunteers, and companies volunteer to provide internship opportunities for the injured service members. Further, volunteers under the Warfighter Appreciation Program manage local events and conduct all activities to show appreciation to the soldiers and to welcome them home. These volunteers are also active in meeting the families and offering them informal occasions, such as a lunch or a dinner, simply to get some relief from the hospital routine.

4. Characteristics that make the Yellow Ribbon Fund unique.

We do not see the Yellow Ribbon Fund as a charity. It is an opportunity for all Americans to do their duty to support our servicemen and women, particularly those who have been injured, and their families. It is the only organization dedicated to carrying out its programs based on needs defined by the injured service members and their families. In this regard, it is the only organization whose mission is:

Welcoming our Injured Service Members Home.

5. Needs Met and Community Served by the Yellow Ribbon Fund

Since the beginning of operations in Afghanistan and Iraq through February 29, 2008, over 4,300 American service members have died there and over 30,000 have been wounded. Americans are surviving battle injuries that in the past would have killed them. In World War II, 1 in 3 wounded soldiers died; in Vietnam, 1 in 4. In the Iraq war, the rate is 1 in 8. Many of the injured are citizen soldiers who are serving in the Army Reserve or National Guard.

These statistics include only these two most public conflicts that the U. S. Armed Forces are engaged in throughout the world. American troops are also stationed throughout Asia, the Middle East and in many parts of Africa both as part of the Global

War on Terrorism and in other capacities. There are many hundreds of other patients at Walter Reed and the Bethesda Naval Hospital. The Yellow Ribbon Fund offers its programs to all of them.

At any given time, Walter Reed has between 40 and 80 patients on inpatient status and as many as another 800 on outpatient status. Of these patients, over 100 are amputees. At the same time the Bethesda Naval Hospital treats between 10 and 40 on inpatient status and another 50 or more on outpatient status.

6. Our Program Objectives for the current fiscal year: Immediate Attention to Needs and Long-Term Goals

During this past year, the Yellow Ribbon Fund Board initiated its first program outside the Washington Metropolitan area: the Ambassador Program, which is an extension of the Mentor/Intern Program throughout the country. When we started the Yellow Ribbon Fund, we had a vision but no strategic or long-term plan. We did not know how long our services would be required. We are still unsure of the intensity of demands on the Yellow Ribbon Fund, but it is clear that there is a role for the organization in the future.

Effective March 1, 2008, we hired Mark Robbins to be President of the Corporation and Executive Director of the Yellow Ribbon Fund. Mark brings 25 years experience in the non-profit sector to his role as leader of the Yellow Ribbon Fund.

The staff at the two local military hospitals and the service members themselves had defined their needs and concerns for the service members and their families: transportation, lodging, inactivity, and uncertainty about the future. That is how we started. It is how we look at immediate needs and how we establish our long-term goals.

As we begin our fourth year, we complete the Mologne House Courtyard Program, an activity to improve the quality of life for those living on the Walter Reed campus. We hope to relieve a bit of the boredom there and to promote outdoor activity.

We continue to improve the Warfighter Appreciation Program, with a vibrant Volunteer Program, to enhance the lives of the families at Walter Reed and Bethesda Naval. Our volunteers will be hosting a monthly dinner and party in the Mologne House Courtyard, other parties such as the Halloween Party and St. Patrick's Day Party and a variety of entertainment for the children who are at Walter Reed and Bethesda Naval.

We have been asked by the staff at Walter Reed to assist other military hospitals in determining how better to work with the local communities to meet needs that are not met by others. The Long Term Planning Committee of the Board will soon evaluate those requests and determine a proper course of action.

Our Board has established the Ambassador Program as an initial step to offer everyone in the United States more opportunity to assist the families at Walter Reed and Bethesda Naval hospitals through the Yellow Ribbon Fund. We will also use the Ambassador Program as an initial step in developing networks to provide employment and social opportunities for those who leave these hospitals for a return to civilian life in all areas of the United States.

Our budget reflects our commitment to continue our existing programs and to meet clearly defined needs for our next fiscal year, ending February 28, 2009. We invite you to review details of the past three years and our budget for the next fiscal year in the Financial Summary and the Program Summary at the end of this document.

The Yellow Ribbon Fund budgeted \$297,246 on transportation assistance. With in-kind contributions, rental car support from NextCar, Inc. of about \$190,000 and \$50,000 in free airline tickets, we will deliver a Transportation Assistance Program valued in excess of \$537,000.

We budgeted \$179,246 on lodging assistance. With free apartments from Rock Creek Springs Apartments and Corona Apartments worth \$38,400, we will deliver a Lodging Assistance Program valued in excess of \$217,000.

We will continue to improve the quality of life for the service members and their families in long-term rehabilitation through the Warfighter Appreciation Program. We budgeted \$115,267 for staff and volunteer expenses. With free tickets worth over \$75,000, the general Warfighter Appreciation Program value will exceed \$190,000. We will not have any additional expenses for the Playground, and we expect the balance of the Mologne House Courtyard Program to cost another \$270,000.

We plan to spend approximately \$51,804 on the Mentor/Intern Program, the total cost of the Transition Assistance Program. We cannot possibly put a value on the time of the Ambassadors, Mentors and other volunteers that are the essence of this program, which we consider "priceless."

We are budgeting \$273,837 for administrative costs and overhead and about \$23,250 for fundraising. Our goal is to raise about \$1,350,000 and we expect to spend \$1,210,650, leaving us just about \$940,000 (just over 9 months expenses) at the end of the year.

Our total programs expenses are budgeted at \$913,560, and we expect to receive about \$353,000 in in-kind contributions, enabling us to provide services with a total program value of over \$1,266,000, plus the priceless value of our wonderful Ambassadors, mentors and other volunteers.

Our long-term goal is to assure that our country increases its awareness of the needs of the injured service members and joins us in:

Welcoming Our Injured Service Members Home

**YELLOW RIBBON FUND, INC.
FINANCIAL SUMMARY**

| | Fiscal Years | Fiscal Year | Three Year | Budget FY |
|-----------------------------------|------------------------|--------------------|-----------------------|----------------------|
| | 2/28/06-2/28/07 | 2/29/2008 | Total | 2/28/2009 |
| CONTRIBUTIONS | 902,128 | 1,111,574 | 2,013,702 | 1,015,650 |
| SPECIAL EVENTS, NET | 40,043 | 26,874 | 66,917 | 50,000 |
| RESTRICTED CONTRIBUTIONS RELEASED | | 275,384 | 275,384 | 270,000 |
| INTEREST ON TEMPORARY INVESTMENTS | 4,698 | 13,554 | 18,252 | 14,000 |
| TOTAL REVENUE | 946,859 | 1,427,386 | 2,374,245 | 1,349,650 |
| PROGRAM EXPENSES: | | | | |
| TRANSPORTATION ASSISTANCE | 346,950 | 297,495 | 644,445 | 297,246 |
| LODGING ASSISTANCE | 185,369 | 172,686 | 358,055 | 179,246 |
| WARFIGHTER APPRECIATION | 23,660 | 66,681 | 90,341 | 115,267 |
| MOLOGNE HOUSE COURTYARD | | 283,231 | 283,231 | 270,000 |
| TRANSITION ASSISTANCE | 41,794 | 54,765 | 96,559 | 51,804 |
| TOTAL PROGRAM EXPENSES | 597,773 | 874,858 | 1,472,631 | 913,563 |
| MANAGEMENT AND GENERAL | 98,225 | 140,473 | 238,698 | 273,837 |
| FUNDRAISING | 3,653 | 6,846 | 10,499 | 23,250 |
| TOTAL EXPENSES | 699,651 | 1,022,177 | 1,721,828 | 1,210,650 |
| CHANGE IN UNRESTRICTED NET ASSETS | 247,218 | 405,209 | | 139,000 |
| RESTRICTED ASSET CONTRIBUTIONS | | 423,342 | | 122,042 |
| RESTRICTED CONTRIBUTIONS RELEASED | | 275,384 | | 270,000 |
| TEMPORARILY RESTRICTED ASSETS | | 147,958 | | 0 |
| CHANGE IN NET ASSETS | | 553,167 | | 139,000 |
| NET ASSETS END OF YEAR | 247,218 | 800,385 | | 939,865 |

**YELLOW RIBBON FUND, INC.
PROGRAM SUMMARY**

| | Fiscal Years | Fiscal Year | Three Year | Budget FY |
|-------------------------------|------------------------|--------------------|-----------------------|----------------------|
| | 2/28/06-2/28/07 | 2/29/2008 | Total | 2/28/2009 |
| PROGRAM EXPENSES: | | | | |
| TRANSPORTATION ASSISTANCE | 346,950 | 297,495 | 644,445 | 314,623 |
| LODGING ASSISTANCE | 185,369 | 172,686 | 358,055 | 189,981 |
| WARFIGHTER APPRECIATION | 23,660 | 66,681 | 90,341 | 115,267 |
| MOLOGNE HOUSE COURTYARD | | 283,231 | 283,231 | 270,000 |
| TRANSITION ASSISTANCE | 41,794 | 54,765 | 96,559 | 51,804 |
| IN-KIND CONTRIBUTIONS: | | | | |
| RENTAL CAR VALUE OVER COST | 279,000 | 190,000 | 469,000 | 190,000 |
| AIRLINE TICKETS | | 50,000 | 50,000 | 50,000 |
| APARTMENTS | 57,600 | 38,400 | 96,000 | 38,400 |
| HOTEL ROOM NIGHTS | 31,320 | 0 | 31,320 | 0 |
| TICKETS TO EVENTS | 50,000 | 75,000 | 125,000 | 75,000 |
| VOLUNTEER | | priceless | priceless | priceless |
| MENTOR/INTERNSHIP | priceless | priceless | priceless | priceless |
| FREE OFFICE SPACE | 9,100 | 30,000 | 39,100 | 30,000 |
| TOTAL PROGRAM VALUE: | | | | |
| TRANSPORTATION ASSISTANCE | 625,950 | 537,495 | 1,163,445 | 537,246 |
| LODGING ASSISTANCE | 274,289 | 211,086 | 485,375 | 217,246 |
| WARFIGHTER APPRECIATION | 73,660 | 141,681 | 215,341 | 190,267 |
| MOLOGNE HOUSE COURTYARD | | 283,231 | 283,231 | 270,000 |
| TRANSITION ASSISTANCE | 41,794 | 54,765 | 96,559 | 51,804 |
| TOTAL ALL PROGRAMS | 972,124 | 874,858 | 1,846,982 | 1,266,963 |
| PROGRAM DELIVERED: | | | | |
| TRANSPORTATION ASSISTANCE | | | | |
| FREE TAXICAB VOUCHERS | 3,700 | 5,100 | 8,800 | 5,100 |
| FREE RENTAL CAR DAYS | 22,000 | 13,000 | 35,000 | 13,000 |
| NUMBER OF RENTALS | 475 | 240 | 715 | 240 |
| LODGING ASSISTANCE | | | | |
| FREE APARTMENT NIGHTS | 1,365 | 1,455 | 2,820 | 1,455 |
| NUMBER OF FAMILIES HELPED | 33 | | 33 | 10 |
| FREE HOTEL NIGHTS | 1,600 | 1,180 | 2,780 | 1,180 |
| NUMBER OF FAMILIES HELPED | 365 | | 365 | 390 |
| WARFIGHTER APPRECIATION | | | | |

| | | | | |
|--|-----|--------------------|--------------------|--------------------|
| PARTICIPANTS IN EVENTS COURTYARD PARTICIPANTS | 800 | 2,400 countless | 3,200 countless | 2,400 countless |
| TRANSITION ASSISTANCE PARTICIPANTS | 120 | 120 | 240 | 120 |