

PROJECT  
HEALING WATERS  
FLY FISHING



2010  
ANNUAL REPORT

# Project Healing Waters Fly Fishing, Inc.

## 2010 Annual Report

PROJECT HEALING WATERS FLY FISHING, INC. (PHWFF) CONTINUED TO expand during 2010 and, at the close of the year, had grown to 93 programs, an increase of more than 15% from 2009. We look forward to breaking the century mark of 100 in 2011. The increasing total of PHWFF programs allows us to serve an ever-growing number of recovering disabled active military service personnel and veterans.

Our mission is straightforward: PHWFF is dedicated to the physical and emotional rehabilitation of disabled active military service personnel and veterans through fly fishing and fly tying education and outings. We provide opportunities for participants to learn fly tying and fly fishing with instruction indoors and with experienced volunteers on the water. During 2010, PHWFF conducted twenty-eight national trips that took participants to the finest fishing

*During 2010, PHWFF conducted twenty-eight national trips that took participants to the finest fishing locations nationwide and elsewhere*

locations nationwide and elsewhere, including Alaska, Argentina, Canada, and Chile, in addition to many local outings. The beauty of nature was eloquently expressed by one of the participants who said, “Nature is there, before you came, and it will be long after you’re gone. It’s going to take you in and give you the opportunity to step out of your life for a bit.”

Though the economy remained tumultuous in 2010, the generosity of people and organizations ensured that the efforts of PHWFF could continue our long-term relationships with those who placed service to our country before their own welfare. We appreciate the support of all who contributed to PHWFF and continue to support our project.

### Project Healing Waters Fly Fishing Organization

The PHWFF Board of Trustees establishes the mission and objectives of PHWFF. The Board is responsible for establishing broad policies, providing oversight to ensure sound financial management, and acquiring adequate resources to support the activities of PHWFF.

The national headquarters of PHWFF in La Plata, Maryland, conducts the day-to-day work of interacting with donors, potential donors, sponsors, Regional Coordinators and the many agencies that require reports from us. During 2010, four paid staff members, supplemented by several volunteers, completed the administrative work of running PHWFF. This small staff is critical to the ability of PHWFF to achieve its mission nationwide.

Every program of PHWFF is assigned to one of fourteen geographical regions, each led by a Regional Coordinator. These fourteen Regional Coordinators, along with their Program Leads, serve as the link to our participants. All of them are volunteers. Their on-site personal relationship with participants ensures

that the efforts of PHWFF promote their physical and emotional rehabilitation. These Regional Coordinators and Program Leads plan and conduct the hands-on activities for participants. Classes include fly casting, fly tying, rod building, and fly fishing, in addition to fly fishing outings.

PHWFF also relies on an extensive network of volunteers who make it possible for us to reach out to participants nationwide. The volunteers conduct on-going classes and share their knowledge about fly fishing with the participants. In some areas, participants experience the pride of being able to build their own fly rod. During 2010, these volunteers assisted 3240 participants learn the fine art of fly tying and fly fishing. We are indebted to these volunteers for helping us achieve the mission of PHWFF.

## Our Future

PHWFF established a solid foundation as an organization that focuses keenly on our customers, the disabled active military service personnel and veterans we serve. The organization grew from a single act of kindness at the Walter Reed Army Medical Center to what is now a nationwide project of over

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ninety programs. As the year 2010 ended, we selected a new Chief Executive Officer, retired Brigadier General Craig Peterson, from among many distinguished applicants. Mr. Peterson will begin serving as our first paid CEO on January 1, 2011 and he will assume responsibility for operations and management. As a result, our Founder and Vice Chairman, Ed Nicholson, will turn his atten-

tion to building a stronger Board to ensure PHWFF is positioned to continue in its role as a leader in offering hope and opportunity for our deserving participants.

We expect to continue growing and, as a result of the additional programs and participants being served, will need to increase our revenue to support the additional expenses. In late 2010, Warren Phillips joined our Board of Trustees as our Executive Vice President for Corporate Development. Dr. Phillips has an outstanding background as a leader in industry, academia, and philanthropy. During 2011 he will lead a team to develop a fundraising plan of action that will emphasize partnering with companies and donor groups. We are confident that his efforts will enable us to keep pace with the demands of our growing organization.

We will continue to improve our means of communication with the public. We were very fortunate to establish a relationship with CACI International in 2010. CACI is a world leader in information technology and has agreed to work with our very capable and dedicated information technology staff to enhance our website so we can maximize the utility of our primary tool for communicating with the public.

We are planning a special event for 2011 when we will host a number of first-ever international participants from Fishing for Heroes, a charitable organization in the United Kingdom that supports veterans who are suffering from post-traumatic stress disorder or any other emotional or psychological problem related to having been involved in active service. This event will bring together participants from both countries, along with our program in Canada, to enjoy the camaraderie and share the experience of fly fishing on the beautiful Smith River in Montana. We look forward to establishing an enduring relationship with Fishing for Heroes.

## Highlights of 2010

First and foremost we want to recognize the recipients of the PHWFF Patriot Award in 2010. The Patriot Award is our highest form of recognition given to an individual or group that has made substantial and significant contributions to the mission of PHWFF. Patriot Awards were presented in 2010 to John Bass, Mike Hatfield, Carole Katz, Gary Morfit, and Al & Lorelee West for their outstanding contributions and the personal sacrifices each made to support PHWFF.

At the beginning of 2010, each region recognized a Volunteer-of-the-Year and a Participant-of-the-Year for 2009 to acknowledge those individuals who had distinguished themselves. We are grateful for the support of Orvis and Temple Fork Outfitters for providing the rods and reels for the worthy recipients.

In 2010, the National Consortium for Academics and Sports selected our Founder & Vice Chairman, Ed Nicholson, as a Giant Steps Award winner. Ed was selected as the winner of the civic leader category by a national voting committee made up of people from the National Collegiate Athletic Association, along with college presidents and others. The basis of selection is a demonstrated commitment to making positive changes by using sports as a vehicle for social change in our society.

We conducted our first Regional Rendezvous for Regional Coordinators and headquarters staff, June 17 – 19, 2010, at the Elk River Lodge near Steamboat Springs, Colorado. This was the first time we were able to have all of our Regional Coordinators participate face-to-face and was very successful. There were two days of formal meetings professionally facilitated by Bob Mumford of Achievement Associates in Maryland to explore what practices are working well and learn new ideas to become more effective. Carole Katz, a member of the Board of Trustees and the Southwest Regional Coordinator, was responsible for planning the event and was commended for a job well done.

In addition to the Regional Rendezvous as part of our on-going commitment to communications, monthly teleconferences were conducted for the Regional Coordinators and the national staff to exchange information and keep all informed of news or changes of importance.

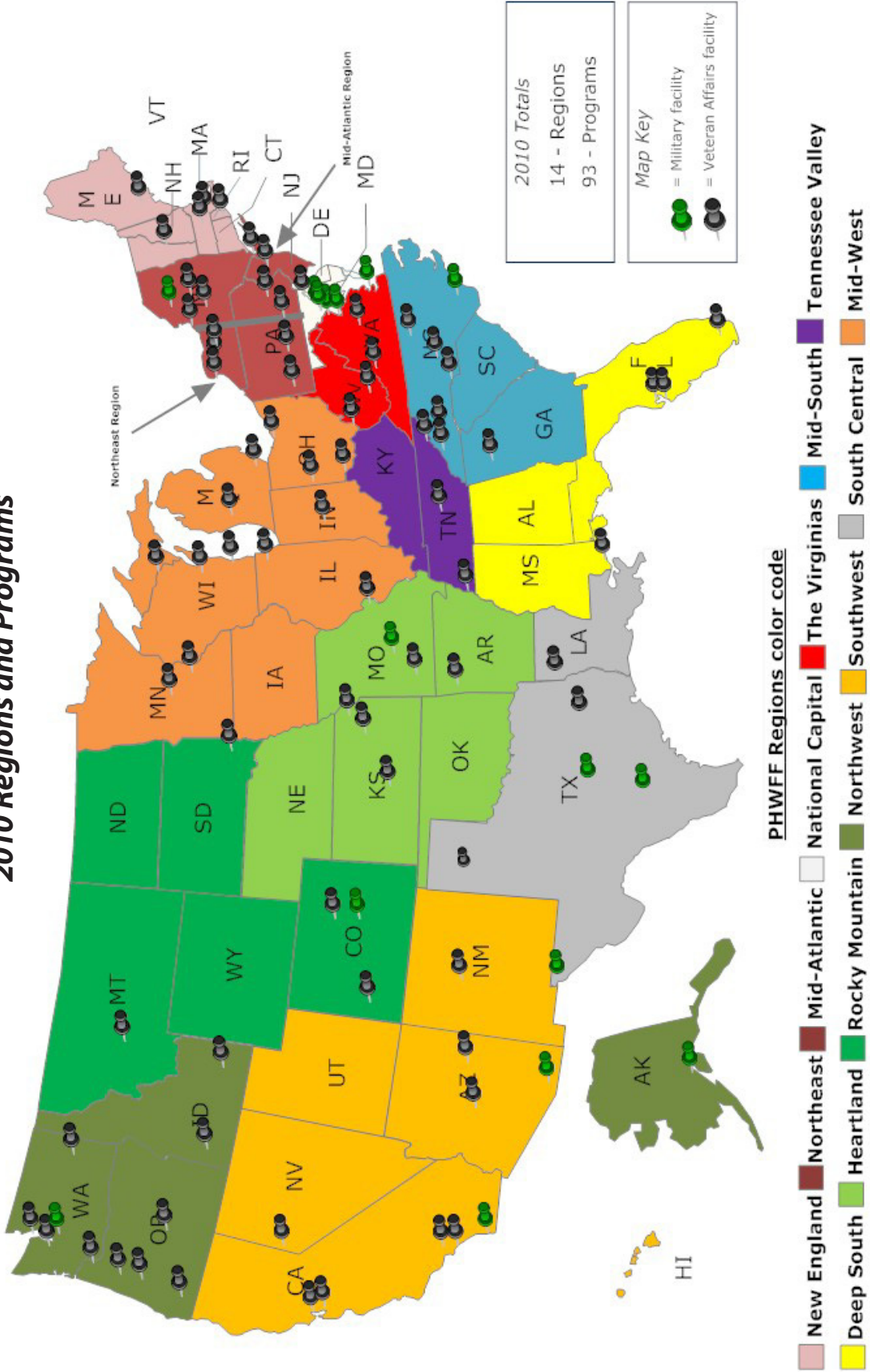
During 2010 Greg Floberg joined our staff. Greg has a diverse background with experience in marketing, media relations, writing and advocacy. He formerly held positions with organizations such as AMVETS, Vietnam Veterans of America, and Hospice of Charles County. Greg is responsible for managing the programs and support for PHWFF.



*Rose River Farm, Syria, VA, the site of the annual 2-Fly Tournament.*

Our major fundraisers, the 2-Fly Tournament at the Rose River Farm, the Mossy Creek Invitational at the Mossy Creek Lodge, and the Defense Commissary Agency (DeCA) Cause Marketing initiative were again successful. These three sources represent approximately one-third of the total revenue received in 2010. We were also fortunate to be awarded a grant from the Philip L. Graham Fund. The Philip L. Gra-

# 2010 Regions and Programs



**New England Region Programs**

Augusta, ME / Togus VAMC  
Kennebec Valley Chapter TU/ Maine  
Council TU

Bedford, MA / Edith Nourse Rogers  
Memorial  
Veterans Hospital  
Massachusetts Bay Flyfishers

Brockton, MA / VA Boston Healthcare  
Systems,  
Brockton Campus  
Massachusetts Bay Flyfishers

Providence, RI / Providence VAMC  
New Horizons

White River Junction, VT / WRJ VAMC  
Greater Upper Valley Chapter of TU

**Northeast Region Programs**

Batavia, NY / Batavia VAMC  
Lake Erie Chapter FFF

Buffalo, NY / Buffalo VAMC  
Western New York TU

Canandaigua, NY / Canandaigua  
VAMC  
Canandaigua Lake TU

Altoona, PA / James E. Van Zandt  
Medical Center  
Altoona PHWFF

Pittsburgh, PA / Aspenwall VAMC  
Penn's Woods West TU

**Mid-Atlantic Region Programs**

Lyons, NJ / Lyons-East Orange VAMC  
Lyons Fly Fishing Club

Ft. Drum, NY / Ft. Drum WTU  
Tug Hill / Black River Chapter TU

New York, NY / Manhattan VAMC  
Veteran Anglers of New York

Oswego, NY / Oswego VA Outpatient  
Clinic  
Tug Hill / Black River Chapter TU

Syracuse, NY / Syracuse VAMC  
Iroquois / Madison Chapter TU

Utica, NY / Rome - Donald J. Mitchell  
VA  
Outpatient Clinic  
New Hartford American Legion Post  
1376 Fly Fishing

Allentown, PA / Allentown VA  
Outpatients Clinic  
Hokendaqua Chapter TU

Wilkes-Barre, PA / Wilkes-Barre  
VAMC  
Stanley Cooper Sr. Chapter TU

**National Capital Region Programs**

Bethesda, MD / Bethesda Naval  
Hospital  
PHWFF National

Ft. Meade, MD / Ft. Meade WTU  
Potomac Patuxent Chapter of TU

Perry Point, MD / Perry Point VAMC  
Patapsco Valley of TU

Washington DC / Walter Reed AMC  
PHWFF National

**Tennessee Valley Region Programs**

Johnson City, TN / Mountain Home  
VAMC  
Tri Cities Fly Fishers

Nashville, TN / Nashville VAMC  
Middle Tennessee Fly Fishers

**The Virginias Region Programs**

Ft. Belvoir, VA / Ft. Belvoir WTU  
PHWFF National

Newport News, VA / Ft. Eustis WTU  
Fly Fishers of Virginia

Richmond, VA / Hunter McGuire  
VAMC  
Fly Fishers of Virginia

Salem, VA / Salem VAMC  
Roanoke Valley TU

Beckley, WV / Beckley VAMC /  
Huntington VAMC  
Kanawha Valley TU

**Mid-South Region Programs**  
Atlanta, GA / Atlanta VAMC and  
Shepherd  
Spinal Center  
Fly Fishing for Vets, Inc.

Asheville, NC / Asheville VAMC  
North Carolina Fly Fishing Team

Charlotte, NC / Charlotte Outpatient  
Clinic  
Carolina Fly Fishing Club

Cherokee, NC / Cherokee  
North Carolina Fly Fishing Team

Durham, NC / Durham VAMC  
Triangle Fly Fishers Club

Jacksonville, NC / Camp Lejeune  
Marine Corps Base  
Fly Fishers in Friendship and Fidelity

Salisbury, NC / W.G. Hefner VAMC  
Carolina Fly Fishing Club

Wilmington, NC / Wilmington CBOC  
Fly Fishers in Friendship and Fidelity

**Deep South Region Programs**

Bay Pines, FL / Bay Pines VAMC  
Suncoast Fly Fishers

Miami, FL / Miami VAMC  
Miami Project Healing Waters Fly  
Fishing

Tampa, FL / James A. Haley Veterans'  
Hospital  
Tampa Bay Fly Fishing Club

Biloxi, MS / Gulf Coast Veterans  
Healthcare System  
Mississippi Coast Fly Fishers

**Rocky Mountain Region Programs**

Sioux Falls, SD / TBD

Denver, CO / VA Eastern Colorado  
Health  
Care System  
Front Range Fly Fishers

Ft. Carson, CO / Ft. Carson WTU  
Pikes Peak Fly Fishers / Cheyenne  
Mountain TU

Grand Junction, CO / Grand Junction  
VAMC  
Grand Valley Anglers TU

Helena, MT / Ft. Harrison VAMC  
Pat Barnes Chapter TU

**South Central Programs**

Shreveport, LA / Overton Brooks  
VAMC  
North Louisiana Fly Fishers

Amarillo, TX / Amarillo VAMC  
Amarillo Fly Guys

Ft. Hood, TX / Ft. Hood WTU  
Jack Sparks Central Texas Flyrodders

Lufkin, TX / Charles Wilson VA  
Outpatient Clinic  
Pineywoods Fly Fishers

San Antonio, TX / Brooke Army  
Medical Center  
Guadalupe TU

**The Heartland Programs**  
Leavenworth, KS / VA Eastern Kansas  
Health  
Care System - Dwight D. Eisenhower  
VAMC  
Free State Fly Fishers

Topeka, KS / VA Eastern Kansas  
Health Care System  
Free State Fly Fishers

Wichita, KS / Robert J. Dole DVA  
MC & RO  
Flatland Fly Fishers

Ft. Leonard Wood, MO / General  
Leonard Wood ACH  
MTFA- Springfield

Springfield, MO / Springfield Vet  
Center  
MTFA -Springfield

St. Louis, MO / St. Louis VAMC  
(Jefferson Barracks  
Division)  
Ozark Fly Fishers

Omaha, NE / Omaha VA Nebraska -  
Western Iowa  
Health Care System  
Cornhusker Fly Fishers, Inc.

Memphis, TN / Memphis VAMC  
Mid-South Fly Fishing Organization

**Midwest Region Programs**  
Hines, IL / Edward Hines Jr. VA  
Hospital  
Drift

Indianapolis, IN / Richard L.  
Roudebush VAMC  
Indianapolis Fly Casters

Detroit, MI / John D. Dingell VAMC  
Michigan Fly Fishing Club

Iron Mountain, MI / Oscar G. Johnson  
VAMC  
Fred Waara Chapter of TTU

Saginaw, MI / Aleda E. Lutz VAMC  
William B. Mershon Chapter of TU

Minneapolis, MN / Minneapolis  
VAMC  
Twin Cities Chapter of TU

St. Cloud, MN / St. Cloud VAMC  
St. Cloud Fly Anglers

Cincinnati, OH / Cincinnati VAMC  
Northern Kentucky Fly Fishers, Inc. /  
Buckeye  
United Fly Fishers, Inc.

Cleveland, OH / Louis Stokes VAMC  
Ohio Council FFF

Dayton, OH / Dayton VAMC  
Miami Valley Fly Fishers

Appleton, WI / Appleton Clinic  
Central Wisconsin TU

Milwaukee, WI / Zablocki VAMC  
Southeast Wisconsin TU

**Northwest Region Programs**

Anchorage, AK / Elmendorf AFB  
Hospital  
Alaska Fly Fishers

Boise, ID / Boise VAMC  
Ted Trueblood Chapter TU

Idaho Falls, ID / TBD  
Snake River Cutthroats FFF/TU

Bend, OR / Orvis  
Deschutes TU Chapter 552

Portland, OR / Portland VAMC -  
Vancouver  
Campus  
Tualatin Valley TU

Salem, OR / Salem Vet Center  
Santiam Flycasters, Inc.

White City, OR / VA Sourthern Oregon  
Rehab  
Center & Clinics  
Southern Oregon Fly Fishers

Ft. Lewis, WA / Ft. Lewis WTB  
Puget Sound Fly Fishers

Lakewood, WA / VA Puget Sound  
Healthcare  
System - America Lake Division  
Olympia Chapter of TU

Seattle, WA / VA Puget Sound  
Healthcare System -  
Seattle Division  
Washington Fly Fishing Club

Spokane, WA / Spokane VAMC  
Spokane Fly Fishers Fishing  
Organization

**Southwest Region Programs**

Payson, AZ / Payson VA Clinic  
Payson Flycasters / Gila Trout Chapter  
530 of TU

Show Low, AZ / Show Low VA Health  
Care Clinic  
White Mountain Fly Fishers

Tucson, AZ / Southern Arizona  
VAHCS/ Ft. Huachuca WTU  
Old Pueblo TU

Long Beach, CA / VA Long Beach  
Healthcare System  
Long Beach Casting Club

Martinez, CA / Martinez VA  
Outpatient Clinic  
Diablo Valley Fly Fisherman

Napa Valley, CA / (Yountville)  
Pathway Veteran's Home  
Napa Valley Fly Fishers

San Diego, CA / Balboa Naval Hospital  
San Diego Fly Fishers

Sepulveda, CA / San Fernando Valley  
VAMC  
Sierra Pacific Fly Fishers

Albuquerque, NM / New Mexico VA  
Health Care System  
New Mexico TU

Reno, NV/ Reno  
The Truckee River Fly Fishers

Ft. Bliss, TX / Ft. Bliss WTB  
Mesilla Valley Fly Fishers

ham Fund awards grants annually to groups providing educational, social, community enrichment, and arts programs and services to communities in and around Washington, D.C. The grant funding will be used to purchase a much needed van to transport participants in the Washington, D.C. area to outings

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and events so we no longer will need to rely on borrowing vans at the convenience of the owners and can ensure that the van is capable of meeting the special needs of our participants.

Askey, Askey and Associates, a certified public accounting firm, conducted an official independent financial operations audit in 2010. As in the original audit performed in 2009, the outcome of the examination was successful, reinforcing the sound financial management practices employed by PHWFF. We also recognize the value of having an independent auditor review our financial operations and learning what we can do to improve the methods we use.

In 2010 PHWFF was added to the list of nonprofits comprising the Combined Federal Campaign. The Combined Federal Campaign is the world's largest and most successful annual workplace charity campaign. It provides all federal civilian, postal and military employees the opportunity to contribute to charities approved by the Combined Federal Campaign. This will be a new and potentially significant source of revenue for us in 2011.



In 2010 we experienced considerable media coverage. Noteworthy was the coverage of our 2-Fly Tournament by Fox News. Shannon Bream reported on our event during a show that aired nationwide on the Fox News Network. We were also featured in episodes of Curtis Fleming's Fly Rod Chronicles. Curtis hosted and filmed several fly fishing trips for our participants.

We are also grateful to Dominion, one of the nation's largest producers and transporters of energy for the variety of support they provided. PHWFF has developed a close relationship with Dominion. In addition to their hosting an outing for participants at the Yorktown Power Station Canal near Ft. Eustis in Virginia, they prepared a public service announcement for PHWFF that was shown on many television channels in Virginia, Maryland, and Washington D.C.

We were very pleased to become a *pro bono* client of the law firm Ropes & Gray. Established in 1865, Ropes & Gray has earned an excellent reputation for their public service and *pro bono* work. PHWFF is very fortunate to have access to the highest quality of legal service available via our relationship with Ropes & Gray.

The most significant highlight for us in 2010 was our ability to reach out to 3240 participants and provide them with meaningful activities such as fishing outings, fly casting, fly tying, rod building or building a drift boat. In 2010, two drift boats were built that are being put to good use by our participants. The rod building contest that occurs in the first three months of the year has proven to be one of the most popular activities we have for our participants. In 2010, 130 rod kits were built, more than three times the number in 2009! Detailed information about the fishing trips and other events can be found under Events & Activities in the Fly Box section of our website: [www.projecthealingwaters.org](http://www.projecthealingwaters.org).

## Testimonials

The very best way that we can determine how we are performing our mission, is when our participants, their family, hospital staff and PHWFF volunteers contact us. Here then, is a sampling of what we received in 2010:

*"There is too much bad and negativity in the world, let alone in the life of a struggling veteran and I know firsthand the good and the power this program has. I've told many people that this program saved my life, I know that nobody will ever understand what each soldier goes through, but this program did save my life and I don't know where I'd be right now without it. There are many vets like myself, and others out there that need this program so they can get over their struggles. Thanks again for what PHWFF has done for me, thanks for your mentorship in regards to all aspects, and thanks for all the support in continuing this amazing cause. My family is forever indebted to PHWFF." [SGT US Army, Iraq Veteran]*

*"Do we ever heal, do we ever forget? No, we just cope we go on. Case in point, on October 4 - 8, 2010 I was fortunate to go fish The Big Horn in Ft. Smith, Montana. When I got there I was again reminded that I was home and safe. At times I hear the words from people like Welcome Home, Thank You for your service or just a salute when I wear my colors. These words are all welcomed and I take them to heart but the most profound words ever spoken to me as we were leaving Ft. Smith, Montana and I will quote "I hope you had this time to heal while you were here with us." I treasure these words and I hear them in my mind daily as they help me through the day. Will we ever heal, yes maybe one of these days but for now it is one day at a time. Project Healing Waters is a tool and an engine for all vets." [1/22 Infantry 4th Infantry Div. Army 1965 – 1967]*

*"I just wanted to take this opportunity to say thank you. I am a soldier in the Army enrolled in the W.T.U program at Fort Huachuca, AZ. The men here that are giving their time to teach and help us learn fly fishing have been very kind, respectful and helpful. So with great sincerity I would love to say thank you." [SPC US Army]*

*"I would like to thank PHWFF National Headquarters Staff for a Great time I had at the 2-Fly Tournament, 2010. I am a Viet Nam Vet. It was good to hooch up with a young disabled soldier. We were able to swap stories about our days in the service, and our war wounds. It was therapeutic for the both of us. Fly fishing has given me a new avenue of getting back to nature. PTSD has kept me from interacting with people and the outdoors. Now I am getting back to some normal outdoor activity." [Viet Nam Veteran]*

*"There's a noticeable difference in the Soldiers who are involved in PHWFF, it's a calming influence and gives them something other forms of therapy doesn't." [WTU Commander, Captain]*

*"When I'm here I can relax. It's peaceful and gives me a sense of accomplishment. When I'm at work or home, it's too easy to not let go of things, but when I'm here, I can." [Specialist, US Army]*

*"You don't have to talk, you can just tie your flies and it feels good to just do that. The same thing happens when you're out on the river. Standing in the river casting your flies: its just you. You don't have to have a conversation, but you can if you want to. At the point, when you're fishing, it just feels good to be in the water. [Specialist, US Army]*

*"I just wanted to thank you all for all your hard work with this great organization. I attended an event this past weekend and volunteered. I am legally blind and have been from birth. I started fly fishing 4 years ago; can't see fishing any other way. I was paired up with a soldier who had lost some vision do to his injuries. I am certainly no expert or master at the art of fly fishing, but I was able to show him some things that have made me more independent and not have to rely on someone else to do my rigging. This program gives these soldiers hope and healing and certainly shows creek side. I showed up not knowing what to expect. What I saw was a group of guys jumping off the bus ready to fish." [Volunteer]*

*"Would you look at my husband? He's whistling! He hasn't been this happy in 7 years." [Spouse of recovering soldier]*

*"I wanted to thank you and let you know the profound effect that Project Healing Waters has on wounded vets. PHWFF was truly the catalyst in my recovery process. I was injured in Iraq in January 2006 and became a member of PHWFF shortly after while in the hospital. In the time I've been involved with PHWFF, I've seen it transform not only my own life, but the lives of many other veterans. It rebuilds much needed optimism by illustrating the blessing it is to be alive and the bright future we have despite our injuries." [1st LT (Retired)]*

*"The benefits the patients have gained are endless, but to name a few of the benefits of the Fly Tying Program that we have seen are: helping the patients learn a new leisure skill, enhance their socialization skills, recover basic motor function and increase their concentration, memory and reasoning abilities, reduce depression, stress and anxiety that are associated with hospitalization and coping." [CTRS, Department of Veterans Affairs Medical Center]*

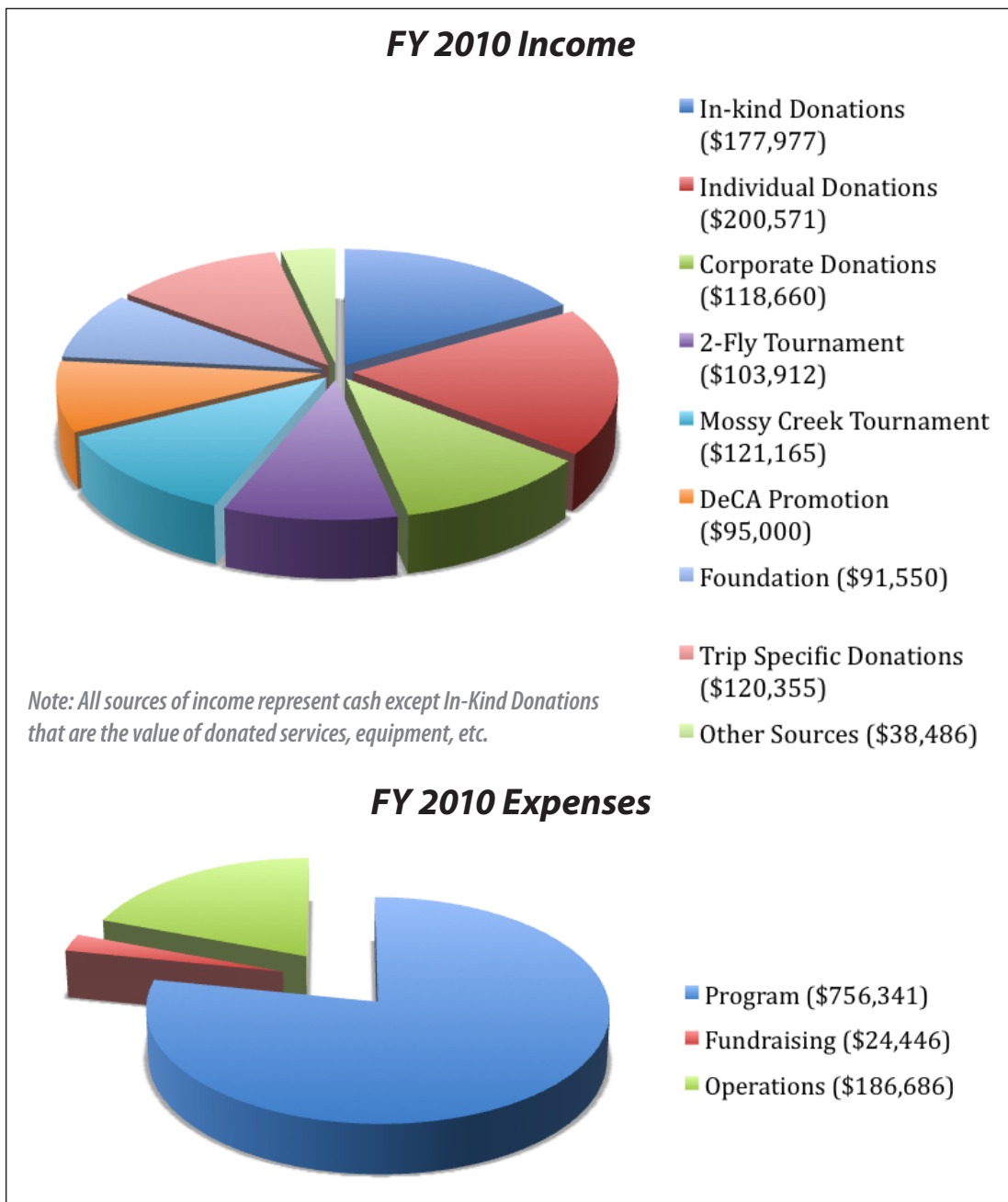
*"I served in Iraq from 2003-2004. When I returned I was jumpy and on edge and just didn't feel right. It took me a while to start feeling better. I am 100% certain that finding Project Healing Waters helped me to feel like myself again. [Wounded in Iraq]*

*"I recently returned from Iraq. With strains of life and the memories of what I have from two deployments it did wonders for my mind to 'just get away'. I have had personal struggles within me since returning and at times I just need relief; that's just what this past weekend with Project Healing Waters was to me....RELIEF." [US Army]*

## Financial Health

From a financial perspective, fiscal year 2010 was another successful year for Project Healing Waters Fly Fishing, Inc. Most importantly, we were able to increase the number of programs and participants as the result of an almost 20% increase in contributions. Because of our conservative management approach and the commitment of 100% of Board members who each made personal cash donations, we are in a stronger financial position at the end of 2010 and our cash reserve is \$582,307, an increase of \$100,000.

Our financial forecast for 2011 is optimistic. We have placed particular emphasis on development with Dr. Warren Phillips, Executive Vice President for Corporate Development, leading our efforts to establish new and enduring sources of income.



## Summary

We are excited by the growth of PHWFF and anticipate that our growth will continue as we break the century mark with the establishment of new programs in 2011. We recognize that, with growth and troubled economic times, we face challenges that may be intimidating. With some hard work and the generosity of the many volunteers and contributors, coupled with the unflagging spirit and enthusiasm of our staff and volunteers across the country, our dedication to making a difference in the lives of our participants will succeed. One of our top priorities is fundraising. It is indeed the lifeblood that allows us to achieve our mission and be an enduring and viable organization that can serve the disabled active military service personnel and veterans.

Our sincerest thanks to all for the success we achieved in 2010. We know any success we have is the result of the support of so many and we are grateful. We hope you will again join us as we look forward to doing even more in 2011!


Best regards,



Douglas Dear  
*Chairman of the Board of Trustees*



Ed Nicholson  
*Founder & Vice Chairman*



Craig Peterson  
*Chief Executive Officer*



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HEALING THOSE WHO SERVE

Project Healing Waters Fly Fishing, Inc. • PO Box 695 • LaPlata, MD 20646  
[www.projecthealingwaters.org](http://www.projecthealingwaters.org)