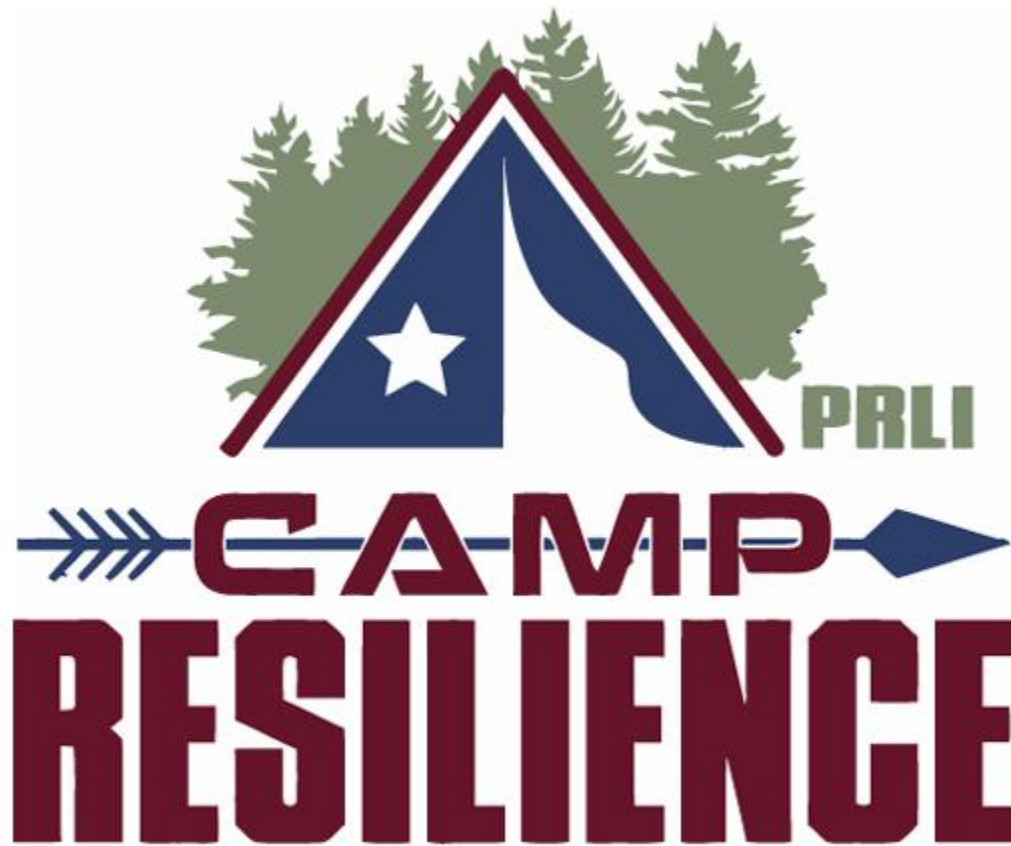


Patriot Resilient Leader Institute Strategic Plan

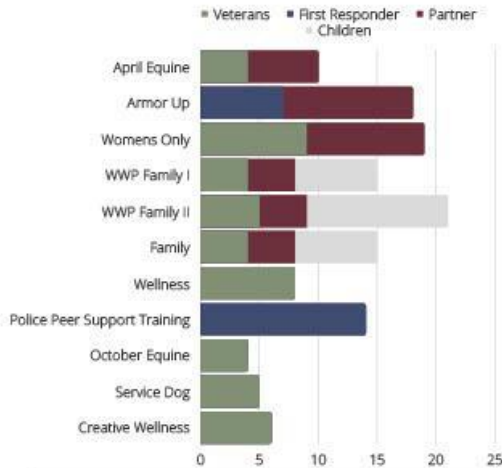


March 2022

2021 BY THE NUMBERS

- 11 Retreats, 3 New Retreats
- 49 Veterans, 21 First Responders, 12 Partners, 26 Children
- 2 New Volunteers
- 2 New Board Members
- 1 New Advisory Board Member

- 202 Individuals Donated
- 51 Business & Organizations Donated
- New Partnerships with Swim With A Mission, Southern NH Regional CISM Team, CreatiVets, Currier Museum, Hero Pups, Operation Delta Dog
- 1 New Fundraising Event



81.6% of Veterans served in 2021 report to have PTS/PTSD

42.8% of Veterans served in 2021 report to have MST

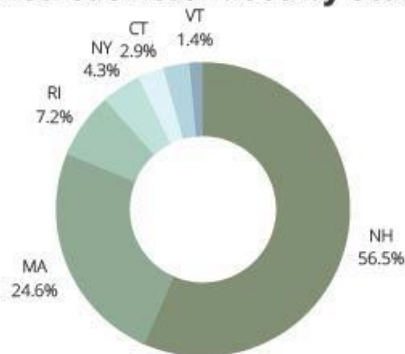
98%
of Camp Resilience retreat
participants found the
retreat to be useful

1123
Hours of donated
volunteer time
Does not include BOD or BOA time

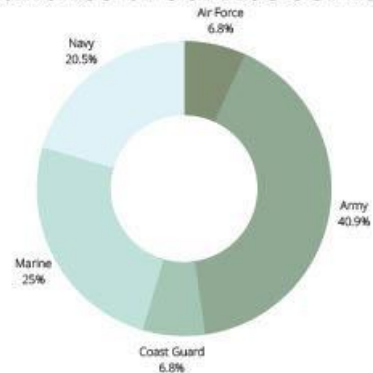
\$598
Average Per Person
expense per Retreat

\$62,429
In Kind Donations Value

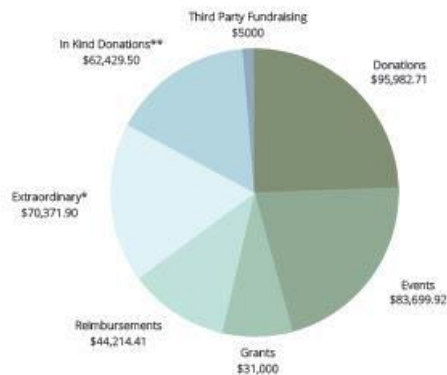
Retreat Attendees by State



Branches of Service Served



Income Sources



Average Retreat Expenses

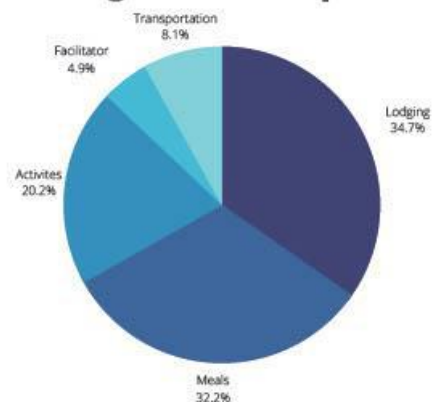




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1. Introduction

Many veterans and first responders struggle with psychological, emotional and/or physical issues related to their service, in some cases for many years after leaving. This includes those who never served in combat or intense situations. Patriot Resilient Leader Institute (PRLI) hosts Camp Resilience to help veterans, first responders and their loved ones from throughout New England to recover and improve their physical, psychological and emotional well-being.

Respect for everyone is our standard. All New England Veterans and First Responders are welcome. We recognize that strength of character is embodied by the recognition that each unique perspective and background of those who have served are what make a successful retreat experience. At Camp Resilience, our culture of diversity and inclusion empowers us to connect, belong and grow.

Over the next 5 years, Camp Resilience will focus on increasing inclusive representation of service members, veterans, first responders, and their family members. Our goal is to have the services offered at our retreats become a model program that is more reflective of the diversity of our Nation, military, and first responder communities. A key outcome for measuring the success of our program is the steady year to year increase in diversity at our retreats.

2. Program Description

A. The Need

- 1) Military service is unlike any other form of human endeavor. At its root is the necessity to regularly experience the harsh realities of war, either in training for war or while engaged under the extreme challenges that war presents. War and military service can often take a toll on veterans to a point where their behavior is significantly affected, and the veteran no longer recognizes how his/her behavior has changed. Life-altering difficulties that are particularly prevalent among veterans include:
 - Post-Traumatic Stress (PTS)/Post-Traumatic Stress Disorder (PTSD) – are the most common psychiatric consequences resulting from direct or indirect exposure to a traumatic event i.e., actual or threatened death, natural disaster, serious injury, terrorist acts, war/combat situations, or sexual violation. PTSD is an array of normal and expected psychological and physiological responses to traumatic events that become intense and debilitating and continue long after the traumatizing event has ended.
 - Moral Injury – this can occur in reaction to experiencing or witnessing a traumatic event where deeply held moral values or personal principles are violated by the veteran's actions or inaction. The resulting distress may lead to PTS/PTSD, depression, trust issues, avoidance, reliving the event, drug/alcohol abuse and other persistent disorders in which guilt, shame, betrayal, remorse, and anger are predominant symptoms. Left untreated, these

feelings may last long after the traumatic events occurred, and significantly affect the veteran's post-service adjustment.

- Military Sexual Trauma (MST) - PTS/PTSD caused by experiences of sexual assault or repeated, threatening sexual harassment that a veteran experienced during his or her military service. MST is characterized using force, threats, intimidation, abuse of authority, violation of trust, as well as instances where the survivor is unable to consent.
 - Depression - individuals in high stress occupations may be more susceptible to psychosocial factors contributing to depression. Symptoms include low mood, decreased interest and pleasure, feeling helpless, hopeless, and worthless, blaming oneself, fatigue and sleep problems, feelings of being overwhelmed, thoughts of death and suicide. significant difficulty with daily demands and activity.
 - Reintegration Trauma - severe difficulty in a) relating to people who do not know or understand what military personnel have experienced, b) reconnecting with family and re-establishing a meaningful role, (in the family), c) joining or creating a community, d) preparing to enter the workforce, and d) creating daily life structure.
 - Suicide - The U.S. Department of Veterans Affairs (VA) estimates that: at least 18% of Gulf War era veterans and 15% of Vietnam era veterans are currently suffering from PTS/PTSD or depression. Due to this and other issues related to their service, the suicide rate for veterans is 22% higher than that for non-veterans (19% higher for male veterans and 250% higher for female veterans).
- 2) First responders are often exposed to trauma as well as occupational and relational stressors. Symptoms of PTS/PTSD, depression, anxiety, alcohol use disorder and suicidal ideation/behavior pose a significant public health concern. According to a survey by the University of Phoenix:
- 80% of firefighters report being exposed to a traumatic event,
 - 90+% of police and EMTs report exposure to trauma
 - 49% of first responders were offered "Psychological First Aid" after traumatic events
 - 85% of first responders experienced symptoms related to mental health issues This leads to high rates of PTS/PTSD, (and) depression, and suicide among First responders. For example, the National Alliance on Mental Illness estimates that 18-24% of dispatchers and 35% of police officers suffer from PTSD and that 34% of EMS personnel report being formally diagnosed with PTSD.

The VA estimates that there were approximately 224,000 Gulf War era veterans in New England (CT, MA, ME, NH, RI & VT) in 2016. This will rise to a maximum of 268,000 in 2027 and drop to 228,000 by 2045. There were also approximately 308,000 Vietnam era vets in New England in 2016. This means there are currently approximately 85,000 veterans suffering from PTS/PTSD or depression in New England. Many of these



and other veterans also need help with physical or reintegration issues. Thus, there is a significant need for programs for veterans in New England struggling with psychological, emotional and physical issues and it will remain so for at least 30 years. Continuing care is needed for these issues as was recently mentioned by a USMC Vietnam veteran participating in his third Camp Resilience retreat – “I need a yearly refresher like this to keep my head on straight.”

The Bureau of Labor Statistics latest data dated May 2020, shows that there are over 100,000 first responders in the six New England states. With the high rates of exposure to trauma in this population, there is a very large demand for the services Camp Resilience provides.

B. Addressing the Need:

The PRLI covers all the expenses of the veterans, first responders and their loved ones who attend Camp Resilience retreats except for transportation to and from Gilford, NH. Given the expense and time involved in such travel, Camp Resilience is primarily a resource for veterans and first responders in New England (although we will welcome any participant who is willing to provide his or her own transportation from further away).

Camp Resilience ascribes to an evidence-based approach to working with veterans and first responders. It has been found that one of the most effective health care models for this population involves group based, peer-to-peer counseling, since they can relate better to others who understand their experiences and the day-to-day challenges they face. Programs that involve “the gathering of veterans in some forums have extraordinarily positive effects on their psychological health as well as their ability to achieve their full potential.” Veterans and first responders are also “typically interested in healthy, active lifestyles and thus the best peer-to-peer models for them involve activities with such a focus.” Although the military and the first responder cultures may have important differences, there are enough similarities. and we are becoming more confident that our approach is effective for both groups. Retreat evaluations and participant feedback seem to support the conclusion that as a direct result of our multifaceted retreats, both the veteran and first responder participants:

- form strong, new bonds with fellow participants
- discover healthier coping alternatives to drugs, alcohol, and other negative behavior
- build social networks
- gain confidence in their abilities and improve their self-worth

Camp Resilience follows this model by providing a combination of facilitated peer-to-peer counseling, psychosocial/life skills workshops, and outdoor experiential learning/sports activities focused on helping the veterans and first responders learn to cope better with the debilitating problems affecting their lives. The facilitated peer-to-peer counseling and psychosocial/life skills workshops are designed to help the participants:



- avoid destructive and addictive behavior
- improve confidence and employment prospects
- build better family and community relationships
- find meaning and purpose in life
- encourage stability

Some of the coping skills for PTS/PTSD, MST, depression, and reintegration issues discussed in the facilitated peer-to-peer counseling and psychosocial/ life skills workshops include:

- Mindfulness and Meditation - Attendees learn to pay attention to one's experience in the present moment and prevent past traumatic events from affecting current activities. Through meditation attendees learn to turn their attention to a single point of reference (breathing, mantras, etc.). This allows attendees to turn attention away from thoughts of past trauma to the present moment.
- Wellness and Resilience - Attendees learn how mindful eating, low impact exercise, better sleep habits, etc. can significantly improve their quality of life and morale and help them cope more effectively with problems as well as tools that allow individuals to adapt well in the face of adversity, trauma, tragedy, threats, or significant sources of stress.

In addition to the facilitated peer-to-peer counseling, psychosocial/life skills workshops, and outdoor experiential learning/sports activities offered during the retreats, a private Workplace group is created for each Camp Resilience retreat. This Workplace group gives the veterans and first responders an easy way to continue to communicate, support each other, and encourage each other to continue to use the tools they have learned at Camp Resilience to improve their lives. It is also an excellent way to monitor the retreat attendees' progress in achieving the self-improvement goals they set during the retreat. Prior to attending the retreat, the applicants are informed that one of the requirements for attendance is that for the first 6 months after the retreat, the attendees are expected to make at least one post per week in the Workplace group about their progress with their self-improvement goals progress. They are also expected to participate in periodic online group meetings during the 6 months after the retreat.

The participants of each Camp Resilience retreat are asked to complete a pre-survey, an exit survey at the end of each retreat and another survey 6 months after the retreat to assess the effectiveness of the program, as well as provide suggestions on how to improve it. We also get verbal feedback from the participants at the end of each retreat on what they liked best, what they liked least, what their biggest takeaways are and what self-improvement goals they have set based on what they learned during the retreat. This verbal and written feedback from the veterans and first responder retreat participants along with the feedback from VA therapists and other mental health professionals who have participated in Camp Resilience retreats, confirms that the model of combining facilitated peer-to-peer counseling, psychosocial/life skills workshops, and outdoor experiential learning/sports activities works. The PRLI also uses the feedback it receives



after each session to continually work to improve the life skills workshops, outdoor experiential learning and sports activities, and retreat schedule.

The retreat evaluations indicate that over 95% of the veteran and first responder participants enjoyed the experience and thought that it was very useful and that over 67% noted that the retreat significantly lessened their feelings of depression and improved their confidence. Examples of other participant feedback include a comment from a veteran stating that Camp Resilience is an “amazing self-help program that challenges yet respects the inner wounds of veterans. The growth that takes place with just a few days is only going to benefit me to focus on my needs first.” A VA counselor therapist stated that “the effects of Camp Resilience seem to be life changing.”

The blend of outdoor experiential learning/sports activities and psychosocial/life skills workshops that Camp Resilience provides is not offered, to our knowledge, by any other program for veterans and/or first responders in New England. For example, fewer than 45% of all veterans receive care from the VA. Also, the VA also does not have the resources to provide care to all the veterans it does serve who could benefit from outdoor experiential learning and sports activities. Thus, our Camp Resilience program provides support for veterans that the VA does not. There are other national and local Veteran Service Organizations (VSOs) providing services to veterans in New England like the Wounded Warrior Project, Project New Hope, Operation Homefront, The Hope for Heroes Foundation, Veterans Count (Easter Seals of NH), Wounded Warriors at 45 North (NH), Operation Homebase (Mass General Hospital and the Red Sox Foundation), and Back in the Maine Stream, to name a few. Our research of these and other VSOs indicates that, in some cases, the programs and services overlap with other VSOs and that the delivery mechanisms, subjects covered, and costs can vary considerably. To our knowledge, Camp Resilience is the only VSO in New England providing the comprehensive services for veterans listed below:

Camp Resilience Checklist

- Offers a 3-to-4-day stand alone or integrated care in-residence program
 - Program is available to all veterans and first responders, regardless of age
 - All program costs are covered, except for travel to/from the retreats - the veterans, first responders and their loved ones pay nothing
- Attending vets are referred by the VA, other VSOs or by word of mouth and social media
- Psychosocial/Life Skills Training
- Outdoor Experiential Learning/Sports Activities
- Peer-to-Peer Counseling
- Attendees can continue to communicate with, and receive support from, other attendees and the Camp Resilience staff after the retreats through social media
- Provides a potentially supplemental and complementary set of healing experiences to Traditional Outpatient Program clients and patient



Camp Resilience has attempted, successfully, to meld positive veterans' support methods from a variety of VSOs. We view the VSOs operating in New England not as competitors, but as colleagues working with us to better the lives of our veteran population.

C. Who We Are

Patriot Resilient Leader Institute (PRLI) was formed in early 2014 by a group of veterans and concerned citizens who felt that it was their duty to assist those who have served our country and thought that the beautiful Lakes Region of New Hampshire was the ideal setting to host programs to help veteran recover their physical, psychological, and emotional well-being. We developed Camp Resilience, ran two pilot sessions, and obtained our 501(c)(3) status in 2014. Through the end of 2021, the PRLI has hosted 82 Camp Resilience retreats serving over 760 military, veterans, first responders and their loved ones from all over New England. A variety of different types of retreats have been offered to include equine retreats, family retreats, retreats for women veterans only, couples retreat and spouses/caregivers' retreats.

D. Our Mission

We leverage the scenic outdoors of the New Hampshire Lakes Region to improve the physical, social, mental, and emotional well-being of Military Service Members, Military Veterans, First Responders, and their Families. We facilitate outdoor experiential learning activities, life skills training classes, along with peer-to-peer counseling opportunities, in order to enable and empower participant resilience and well-being. Additionally, we prepare and encourage participants to positively impact their home communities throughout New England and beyond.

E. Our Goals

- Resilience: Participants become equipped with personal wellness skills to support increased mental, emotional, physical, and spiritual well-being.
- Connection: Participants build lasting relationships to support an increased sense of community, camaraderie, and well-being.
- Service: Participants learn how to contribute effectively to their families, peers, and community.
- Self-Improvement: Participants develop goals based on their new experiences and implement at least one goal into their daily lives.

Our current mostly volunteer staff has the capacity to support a maximum of 12 to 15 Camp Resilience retreats per year and this is not enough to meet the demand. The current goal is to grow to at least 30 retreats per year by 2026. This will require a 5-person full time staff to support the volunteers, who will continue to be actively involved in the program.



3. SERVICES PROVIDED AND ACTIVITY DESCRIPTION

A. Retreat Activities/Schedule

Camp Resilience retreats include a combination of outdoor experiential learning/sports activities, facilitated peer-to-peer counseling, and life skills workshops. Mornings at Camp Resilience feature yoga and/or water aerobics and life skills workshops, facilitated by a combination of active or retired mental health professionals, life coaches, and business specialists. Life Skills workshops cover topics like coping with post-traumatic stress, building resiliency, wellness, managing personal finances, etc. In the afternoons, retreat attendees, facilitators, and volunteers participate in an outdoor experiential learning activity including:

- Aerial Obstacle Courses
- Kayaking
- Sailing
- Downhill Skiing
- Snowshoeing
- Hiking
- Yoga
- Rock Climbing

Each day ends with a facilitated feedback session in which the attendees discuss the day's workshops, activities, and total learning experience. During the retreat, a private Workplace group is set up for participants so that after the retreat, attendees can continue to interact as a community and encourage each other to live healthy, fulfilling lives. By combining experiential learning and facilitated peer-to-peer counseling, Camp Resilience provides veterans and first responders with the tools to develop self-improvement goals and sustained ties to their community. Our outdoor learning experience objectives include:

- Exposure to an outdoor related activity that might be used by the attendee at home
- Evolve into a group-centered "Task Group," involving leadership, mutual care and concern, and achievement of group goals
- Explore capacities beyond the participant's usual self-limitations
- Practice Mindfulness and Self-regulation in a facilitated setting
- Process the personal and group outcomes in a facilitated/rap group setting

Additionally, the PRLI offers equine assisted learning retreats. In these sessions, retreat attendees work with horses, fostering resiliency, leading to growth and well-being for both the participants and the horses. It is not a horseback-riding program; it is an experiential program designed to bring about change for the veterans and the horses through practicing communication, leadership, authenticity, and relationship skills.

B. Number of Veterans/First Responders Served

Typical retreats have between 6 to 12 veterans or first responders. After experimenting with group sizes of 4 to 18 participants, it was determined that a group of 8-12 participants is the optimal number of participants for a regular Camp Resilience retreat and 6-8 participants for an equine assisted learning retreat. Up to 8 couples are accepted for couples retreats and 4 to 5 families for family retreats. To date, over 780 veterans, first responders, spouses/partners and caretakers have participated in 83 Camp Resilience



retreats, with most veterans and first responders having service-connected disabilities. All participants were/are receiving support from VA or other medical professionals. Participants have come from throughout New England with about 7% from Connecticut, 5% from Maine, 34% from Massachusetts, 28% from New Hampshire, 5% from Rhode Island, 8% from Vermont and the rest from other states in the Northeast. Some of the participants have attended more than one Camp Resilience retreat and act as peer mentors for the other veterans during the session.

C. Focus of Retreats

From the beginning, the PRLI has had a goal to cooperate with, and form partnerships with, other VSOs so that they could refer veterans who could benefit from Camp Resilience and provide their experience and expertise to help us improve the program. One of the results of this effort has been the development of Camp Resilience retreats that are focused on specific issues affecting some veterans. For example, counselors at the Easter Seals of NH Veterans Count program recommended that we host retreats for women veterans only since they can have unique issues that some prefer to address only with other women veterans. These women only retreats have been very popular and the PRLI has hosted one every year since 2015. Some of the area VA facilities like the Worcester, MA Vet Center have also recommended, and provided expert facilitators, so that we could host Camp Resilience retreats where the facilitated peer-to-peer counseling and life skills workshops were focused on issues like:

- Post-Traumatic Stress Disorder
- Moral Injury
- Military Sexual Trauma
- The challenges facing military couples
- The challenges facing the spouses and caretakers of disabled veterans

In 2018, the PRLI formed a partnership with Forge VFR Healthcare to host retreats for first responders. These retreats have included facilitated peer-to-peer counseling and life skills workshops on topics like:

- Avoiding Burnout and Compassion Fatigue
- Physical and Emotional Wellness, Stress Management, and Self-Care
- Behavioral Health Awareness
- Peer Support

Other Camp Resilience retreats have been more general in nature and include workshops on topics that would benefit any veteran or first responder; e.g. resiliency, wellness, mindfulness, diet and exercise.

D. Participant Selection

1) Flyers about an upcoming Camp Resilience retreat are sent to VA Medical Centers, VA Vet Centers, and other VSOs in New England 4-6 weeks prior to the start of the retreat. The flyers are also posted on the PRLI website and Camp Resilience Facebook page. The flyers discuss the dates and focus of the retreat, the



outdoor experiential learning/sports activities, application instructions and contact information. All applications are done online through the PRLI website.

2) Candidates must complete the online application on the PRLI website. The candidate information provided is evaluated by PRLI mental health professionals to determine if the candidate will receive an invitation to the retreat. The criteria for this evaluation include: if the candidate has a service-connected disability, no disruptive behavior issues, the ability to manage all aspects of self-care, and no current illegal drug/alcohol abuse or dependence.

3) Each applicant receiving an invitation is instructed to sign a release of information form granting permission to their therapist/physician to submit an applicant verification form that certifies that the applicant is physically, psychologically and emotionally capable of participating in the Camp Resilience retreat. In particular, the therapist/physician must verify that an applicant with PTSD is in late Stage II or Stage III of recovery, i.e. his/her symptoms are managed by medications or self-regulation. The therapist/physician can also verify that the applicant has a service-related disability which gives the applicant priority for participating in the Camp Resilience Retreat. Applicants without a service-related disability can still participate if there are slots available.

E. Resources

1) Personnel: hired a full-time program coordinator and a part-time development specialist in the 1st Quarter 2019. PRLI hired its first full-time Executive Director the 1st Quarter in 2022. To assist this small staff, PLRI board members and numerous volunteers help process the applications from applicants, communicate with those veterans and first responders, plan the retreats, coordinate the efforts of the facilitators, assist in running the outdoor experiential learning and sports activities, and provide the transportation and logistical support needed to host a retreat. Also, most of the Camp Resilience retreat facilitators have either been local volunteer professionals (e.g. psychologists, nutritionists, financial managers) or therapists from the VA or other VSOs who facilitate specific workshops or entire retreats. Thus, the PRLI and Camp Resilience have been and will continue to be very reliant on this volunteer model, which is sustainable but in need of salaried augmentation. So, in the 1st Quarter 2022 we hired a full-time executive director to enable us to double the number of retreats over the next five years and to oversee the hiring of a licensed clinical social worker and a recreation specialist as our future fundraising efforts will allow.

2) Facilities: We use several inns in Gilford, NH area for our regular Camp Resilience retreats. These include the Ames Farm Inn, the Fireside Inn and the Gunstock Inn. They all have the facilities needed for these retreats, to include rooms for the participants to stay in, rooms for yoga, other exercise activities and workshops, and a restaurant where the participants eat most of their meals or a room where catered meals can be served. The equine assisted learning retreats are held at



the Upreach Therapeutic Equestrian Center in Goffstown, NH which has the facilities to both house and feed the participants. We have an excellent relationship with the operators of all the inns in the Gilford area and Upreach and do not foresee the need to raise funds to buy or lease permanent facilities, even as we expand to at least 30 sessions per year. We also have a small office at the Fireside Inn that is sufficient for our needs.

3) Meals: Most meals are provided in-house at the inns in the Gilford area or at Upreach. Typical retreats also tend to include one meal at a local restaurant that is providing us with a reduced, fixed price. Some retreats may also include a BBQ or picnic run by volunteers.

4) Equipment: Equipment utilized to date falls into two categories - transportation and sports equipment. We are currently leasing a 14-passenger van to transport retreat participants to/from activities. We own some sports equipment and rent other sports equipment based on the activity and participants (and we typically obtain discounts on equipment rentals).

4. MANAGEMENT AND ORGANIZATION

A. Board of Directors

- 1) Kurt Webber: President - retired U.S. Army officer, OIF (Iraq) Vet
- 2) Mark Corry: Vice-President - U.S. Navy Vietnam Vet
- 3) Chris Ray: Treasurer - USMC Vietnam Vet
- 4) Shelley Carita: Development Director - Retired Non-Profit Director and Fundraiser
- 5) Gary Dehnel - Retired U.S. Coast Guard officer
- 6) Jeff Gaudet: Veterans Organization Liaison - US Navy Vietnam Vet, former commercial pilot, social worker, and law enforcement officer
- 7) Fred Henry – Retired U.S. Army 1-Star General
- 8) Bobi McGettigan - Retired U.S. Army Chief Warrant Officer
- 9) Sandi Moore-Beinoras: Applicant Evaluation - Psychiatric Nurse Practitioner
- 10) Dennis Volpe - retired U.S. Navy Officer. OEF (Afghanistan) Veteran
- 11) John Walsh: Life Skills Program Coordinator – USAF Vietnam veteran, retired clinical psychologist

B. Board of Advisors

- 1) BG Edward Harrington (Chair) - retired U.S. Army 1-Star general, served as the Director of the Defense Contract Management Agency and the Deputy Assistant Secretary of the Army (Procurement)
- 2) Dr. Jessie Bennett, - Assistant Professor, University of New Hampshire Recreation Management & Policy Department
- 3) Mr. Peter Burdett – retired U.S. Navy pilot, NH Civilian Aide to the Secretary of the Army
- 4) Col Gerry Boyle, retired USMC JAG, NH Circuit Court Judge



- 5) GEN John Campbell - retired U.S. Army 4-Star general, served as the Vice Chief of Staff of the U.S. Army and the Commander of all allied forces in Afghanistan
- 6) Mr. Brian Concannon - former CEO of Haemonetics, Inc in Boston, MA, and MA Civilian Aide to the Secretary of the Army
- 7) Dr. Louise Graham – retired VA psychologist and Professor at Bridgewater State University
- 8) LTG David Halverson - retired U.S. Army 3-Star general, served at the Deputy Commander of the Army's Training and Doctrine Command and as the Commander U.S. Army Installation Management Command
- 9) Dr. Peggy Laneri – retired U.S. Army officer, VA psychologist and Vet Center Director

We plan to continue to recruit respected, senior leaders in business and government to bring their knowledge and experience to the PRLI, help increase awareness of Camp Resilience and to provide connections to help us raise the funds needed to expand the program.

C. Committees

The PRLI uses the following committee structure:

- 1) Governance Committee - Identifies personnel needs at board level and recruits people to fill those needs. It is also responsible for internal policies, maintenance of non-financial records, maintenance of the PRLI website, resumes and qualifications of facilitators, meeting minutes, and mail, phone/email inquiries.
- 2) Development Committee- Responsible for fundraising, grants, public relations, and marketing.
- 3) Event Committee- Responsible for scheduling, planning, and conducting at least one major fundraising event each year.
- 4) Financial Committee- Responsible for budgeting, financial reports and controls, tax preparation, bank account, credit cards.
- 5) Operations/Programming Committee- Responsible for planning, coordinating, staffing, and executing all Camp Resilience retreats. This includes managing the application process, obtaining facilitators, and Facebook outreach. This committee also handles relationships with various VA Medical Centers and Vet Centers and other VSOs.

D. Volunteers

From 2014 through 2016, when we were hosting fewer Camp Resilience retreats (2 in 2014, 6 in 2015 and 9 in 2016), the PRLI board members planned, coordinated, and ran all the retreats with the assistance of the volunteer facilitators mentioned earlier. After hosting 9 retreats in 2016, we realized that additional help was required to host the 11 retreats we had planned for 2017. A total of 14 volunteers joined the PRLI in 2017, some joining the board of directors and others serving on the various committees discussed above. Since hiring our full-time program coordinator in January 2019, the PRLI Board members and volunteers continue to help plan, coordinate, and host all the retreats with the assistance of the volunteer facilitators mentioned earlier. With the hiring of our exec



director we will be able to conduct 16 retreats this year and grow that number to 30 by 2026

Volunteers are recruited through press releases and word of mouth. In 2017, the PRLI was featured in multiple, local news articles, including the NH Chronicle TV program on our only state-wide television station, ABC's WMUR-TV 9, on Memorial Day. When necessary, PRLI hosts volunteer orientations to spread the word about the need for volunteers, announced through local press releases. We seek local volunteers through these press releases because the Lakes Region of New Hampshire features a unique population of retired professionals who can serve as qualified volunteers. In addition to the unique population of retired professionals, New Hampshire has a very high rate of veterans per capita. This allows us to recruit highly qualified, local volunteers who can relate to our participants.

All volunteers, and board members, complete a volunteer application, background check, sign a confidentiality form, and complete a training course. To train volunteers, the PRLI requires that all volunteers read our volunteer manual and shadow a Camp Resilience session. This allows volunteers to understand how to deal with veterans and first responders and how to be sensitive to the issues they may have. By having volunteers complete these steps, we can also ensure that only qualified, motivated individuals participate in our programs.

We provide all volunteers with a meal the day that they volunteer for, as well as a Camp Resilience t-shirt and hat. As the PRLI grows, we hope to continue to develop methods to appropriately recognize the hard work completed by our volunteers.

E. Compensation

All PRLI board members and volunteers donate their time to help host Camp Resilience without compensation. The professional therapists, some of whom are sent by the VA or other VSOs, are also volunteers; however, the PRLI covers the costs of their lodging, meals, and activities during the retreats they help with. In a few instances, we cover the travel expenses for some facilitators traveling to NH from out of state. When PRLI board members and volunteers participate in Camp Resilience retreats, the costs of their meals and activities are paid for with PRLI funds.

While many the local professionals who facilitate some of the workshops during our retreats (e.g., mindfulness, meditation, nutrition, vision and goal setting, financial management, etc.) are willing to do this on a voluntary basis several times a year; we realize that as we increase the number of Camp Resilience retreats, that we will need to pay these facilitators for their time. We are already paying local professionals who lead sessions in yoga and water aerobics.

F. Marketing & Communications

One of the keys to the continued success of the Camp Resilience program is a viable, vibrant and evolving Marketing and Communications Plan. This includes activities for former Camp Resilience attendees ("alumni"), the general public, sponsoring/supportive organizations, donors, community partners and grantors, among others. Areas of interest



will focus on awareness, understanding of the Camp Resilience mission, empathy for the needs of veterans and follow-through. The following are specific examples of the elements of a Marketing & Communications Plan for the PRLI.

1. Use all available forms of social media to spread the word about Camp Resilience
2. Use Facebook and e-mail to maintain communication with past attendees.
3. Continue ongoing communications with current and former donors to keep them apprised of PRLI activities.
4. Maintain a list of contacts at major newspapers, television, and radio stations throughout New England.
5. Maintain a list of contacts with military organizations throughout New England such as the Military Officers of America Association Chapters (MOAA), the American Legion, the Veterans of Foreign Wars, etc.
6. Maintain all promotional materials to ensure timeliness, currency and accuracy plus oversight of the distribution. "Promotional materials" as used here include printed matter, letterhead stationery, notecards, banners and signs, hats and other wearable items promoting Camp Resilience.

G. Financial Controls

In addition to normal monthly reporting on financial highlights at board meetings and quarterly and annual financial reports, PRLI has contracted with a local CPA firm, Malone & Dirubbo, to perform annual financial reviews starting in 2019. The same CPA firm completes our Federal 990 tax returns.

5. PARTNERSHIPS

It is very important for the PRLI to have strong partnerships with the VA and other VSOs in New England. These organizations not only refer veterans to us who can benefit from Camp Resilience, but they also supply many of the facilitators for our retreats and suggest specific issues for the focus of some retreats. For example, the VA Vet Center in Worcester, MA suggested that we host retreats focusing on MST and retreats for spouses/caretakers and provided the facilitators for these retreats. Another example is the Easter Seals Veterans Count program, which suggested that we host retreats for women veterans only since they often face challenges that are best dealt with in a single sex environment (and we have host seven of these retreats to date).

Camp Resilience has an excellent reputation within the VA Medical Centers and Vet Centers throughout New England and, to date, most of the veterans who have attended our retreats have been referred from these sources. This is clearly demonstrated by the Memorandum of Understanding (MOU) we signed with the District 1 VA Vet Centers in March 2019. This MOU formalizes are partnership with VA Vet Centers throughout New England and the Northeast. It ensures that the word about Camp Resilience retreats is being disseminated and makes it easier for Vet Center staff to help facilitate retreats. We also have informal partnerships with the VA Medical Centers in Brockton, MA, Manchester, NH, and White River Junction, VT.



The PRLI also has a good relationship with the New Hampshire National Guard which, like the VA, has not only referred veterans to us but has provided resiliency trainers who have facilitated workshops at some retreats. We also are building better relationships with the Massachusetts, Rhode Island, and other New England National Guards.

The PRLI has signed Memoranda of Agreement formalizing our partnerships with Clear Path for Veterans New England and Forge VFR Healthcare and have another in the works with Home Base. We also have a contract with the Wounded Warrior Project to host family retreats for its veterans. We have informal partnerships with other VSOs in New England like Easter Seals Military and Veteran Services, Proforce, Operation Delta Dog, Hero Pups and Harbor Care. We plan to continue to form partnerships with other VSOs and to formalize these partnerships in the next several years.

It is also important to have strong partnerships with local businesses, organizations and individuals who supply goods and services needed for Camp Resilience. We have an excellent relationship with the Ames Farm Inn, Gunstock Inn and Fireside Inn and plan to continue using these facilities in the future. Several local restaurants enthusiastically support Camp Resilience with discounted meals. The Gunstock Mountain Resort provides several outdoor experiential learning/sports activities like the Aerial Treetop Adventures obstacle course, cross-country and downhill skiing. We have great partnerships with the Upreach Therapeutic Equestrian Center, which hosts our equine retreats, and the Lake Winnepesaukee Sailing Association, which provides the sailing activities for some of our sessions. We also have a network of local professionals who facilitate the exercise, wellness, financial management and other non-clinical workshops during our retreats.

6. GROWTH PLAN

Our plan for growing the Camp Resilience program is based on the 2020-2021 Actual Revenue and Expenses and Financial Projections for in Appendix A.

A. Number of Sessions

Our goal is to host at least 30 Camp Resilience retreats per year by 2026. To do this, we plan to gradually increase the number of retreats over the next 5 years. This will include hosting 17-20 retreats in 2022, 20 in 2023, 24 in 2024, 26 in 2025, and at least 30 in 2026.

B. Resource requirements

1) Staff – Although the PRLI board and volunteers will continue to be unpaid and will be actively involved in supporting the Camp Resilience program, to host at least 30 retreats per year, we will require a full-time staff of 5 people to support the board and volunteers. This staff will include the following. For all the positions, but particularly the Executive Director and Program Coordinator, we will give preference to retired military or first responders because they can relate better with the population we serve.

a. Executive Director - reports to the Board of Directors and has overall strategic and operational responsibility for the PRLI's staff, programs, expansion,



and execution of its mission. Must have experience working with large organizations which rely on volunteer workers and funded primarily by donations and grants.

b. Development Coordinator - develops and executes annual fundraising plan; secures financial support from individuals, foundations, and corporations; develops and maintains ongoing relationships with major donors, creates and executes a strategy for a large, sustained base of annual individual donors. Experience in fundraising and development activities in the non-profit sector preferred.

c. Program Coordinator - manages application process and assists staff with its all Camp Resilience program related needs. Manages our web presence, particularly online searching, and social media, as well as Microsoft Office and financial software, e.g., QuickBooks.

d. Licensed Mental Health Professional - plans, coordinates and conducts life skills workshops; assists in applicant evaluation and Facebook outreach. Must be licensed in New Hampshire and have experience working with individuals, families, and groups in treating psychological, behavioral, and emotional problems and disorders. Preference will be given for experience in working with veterans.

e. Outdoor Adventure Specialist - plans, coordinates and conducts exercise and outdoor experiential learning/sports activities; assists in Facebook outreach. Must have bachelor's degree in physical education or in a closely related field and two years of experience in group physical education recreational therapy; or an equivalent combination of education and experience.

The table below shows our projected staffing by year. Fractional numbers are based on number of quarters worked in a year. Recommend updating this from 2021 – 2026.

Position	2021	2022	2023	2024	2025	2026
Paid						
Executive Director		1	1	1	1	1
Development Coordinator	.25	.5	.5	1	1	1
Program Coordinator	1	1	1	1	1	1
Licensed Counselor			.75	1	1	1
Recreation Specialist				.75	1	1
Total Paid	1.25	2.5	3.25	4.75	5	5
Volunteer						
Governance Committee	1	3	3	3	3	3
Development Committee	4	4	5	6	6	6
Event Committee	3	3	4	4	5	5
Financial Committee	2	2	3	3	4	4
Operations/Programming Committee	5	5	6	6	7	7
Total Volunteer	15	17	21	22	26	26
Grand Total	16	19.5	24.25	26.75	31	31

2) Facilities - We will continue to use various inns in the Gilford area for our regular Camp Resilience retreats and Upreach for our equine retreats. As the number



of sessions increase, some will be on the weekends and during peak-seasons which will increase the costs for these retreats.

3) Equipment – For activities like cross-country and downhill skiing, we will continue to rent equipment since the cost of purchasing and maintaining this equipment would be prohibitive. We will consider purchasing items like hiking poles and snowshoes when it becomes more cost effective to do this.

4) Transportation - Due to the great difficulty in locating rental vans in early 2021, PRLI began leasing an 11 passenger AWD Ford van in June 2021

C. Costs

See Appendix A for the 2021 Actual Revenue and Expenses and Financial Projections for 2022-2026.

D. Medical support

During Camp Resilience outdoor experiential sports activities, there will be personnel trained in first aid, CPR, mental health and suicide prevention participating who can render the appropriate assistance until professional medical or mental health care arrives. In other medical emergencies, the PRLI will arrange transport to the appropriate local medical facility.

E. Contingency Plan

Since our fixed expenses are minimal, staffing expenses are phased in over 3 years and most of our outlays are tied to the number of retreats each year, the PRLI has the ability to rapidly scale back expenditures should fundraising lag expectations. Similarly, should fund raising exceed projections, we can be more aggressive with our time frames.

7. FINANCIAL

A. Present Status

(See Appendix A for the 2021 Actual Revenue and Expenses and Financial Projections for 2022-2026)

In 2021, the PRLI had an income of \$387,150 which came from various sources as follows:

- Donations: 25%
- Fund-Raising Activities: 23%
- CARES Act Funds: 18%
- Reimbursement: 11%
- Grants: 8%

Because we currently have few fixed commitments and \$275,000 in the bank, we decided that we were in a strong enough financial position that we hired a full-time Executive Director who started in February of 2022. We understand that to meet our 5-year plan, we will need to significantly increase our fundraising efforts, and this will be the primary objective of our new Executive Director. We believe the greatest



opportunities for revenue growth lay in obtaining grants or sponsorships from foundations and corporations, as well as our new fundraising efforts with Swim With a Mission.

B. Future Needs

The table below shows how we plan to transition up to 30 retreats per year by 2022, the cost to do so and the percentage of donations spent on retreats. To keep expenses down and maximize the percentage of the donations spent on the Camp Resilience program costs versus non-program costs, we plan to continue to use volunteer facilitators from the VA and other VSOs and PRLI volunteers to help host the retreats.

The top two rows in the table below showing the program costs and non-program costs in the table come from the 2021 Actual Revenue and Expenses and Financial Projections for 2022-2026 in Appendix A. These numbers were calculated using the IRS guidelines for accounting for the value of the hours that volunteers spend helping with Camp Resilience retreats and fundraising events.

	2021	2022	2023	2024	2025	2026
Number of Retreats	12	16	20	24	26	30
Program Costs	\$204,094	\$374,818	\$472,117	\$603,826	\$652,772	\$708,842
Non-Program Costs	\$18,318	\$28,138	\$29,921	\$38,266	\$39,928	\$41,681
Total	\$222,412	\$402,956	\$502,038	\$642,092	\$692,700	\$750,523
% of Program to Total Cost	92%	93%	94%	94%	94%	94%

C. Efficiency

Charitable organizations are efficiently run if the non-program costs, i.e. the overhead expenses, is less than 25% of the total costs. Camp Resilience is proud to have a overhead expense ratio of less than 8%.

D. Sources of Funds

We will kick off a major effort in 2022 to raise the funds needed to meet the expenses listed in the 2021 Actual Revenue and Expenses and Financial Projections for 2022-2026 in Appendix A. We plan to identify companies and charitable organizations that are most likely to make significant donations and then use connections provided by members of our Board of Advisors to meet with senior leaders in these companies and organizations to request funding. We will submit grant proposals to multiple organizations with a history of funding programs for veterans and/or first responders.

Additionally, we are adding annual fundraising events in association with Swim With a Mission (SWAM) that we believe will bring in a substantial amount of revenue every year. SWAM was started in 2017 as an event to raise funds to benefit veteran causes. In



its first 3 years, SWAM raised over \$2 Million and grew to include a swim event, demos from Navy SEALs and a paintball event led by Navy SEALs. In 2021, Patriot partnered with SWAM to add a new, Army Special Ops oriented event - the Green Beret With a Mission Challenge (GBWMC). This was a challenging event designed to provide a taste of the physical and mental challenges Army Special Forces soldiers face in accomplishing some of their real-world missions. Teams of participants, each with a SF soldier advising them, went through a course in an unconventional warfare scenario where they had to complete Special Forces mission tasks like performing a link-up with a local guerilla chief (the SF soldier accompanying the team), ammo & water resupply missions, destroying an enemy bunker with hand grenades, creating a SALUTE report, shooting air rifles, first aid and transporting a wounded team member of a field expedient litter.

The inaugural GBWMC was a great success with 10 teams and a total of 80 participants. In 2022, the PRLI is adding another Army Special Ops oriented event - the Green Beret Training Challenge (GBTC) as part of the SWAM Celebration of Heroes event at the Northeast Delta Dental Stadium in Manchester, NH. This event will be a fun and educational experience for visitors of all ages and physical abilities and will involve stations that include an introduction to the U.S. Army Special Forces and individual training in each of the primary Special Forces specialties (MOSs).

SWAM has grown every year and is becoming a major, high-visibility event. It grossed over \$2 Million in 2021 alone and we anticipate that this will continue to increase, particularly with the addition of the GBWMC and the GBTC. We are confident that these fundraising events will become a significant source of annual revenue for the PRLI.

E. Insurance and Risk Management

This area is overseen by the PRLI treasurer, Chris Ray, a retired insurance executive. Working closely with a large and experienced commercial brokerage, Melcher & Prescott, we review our needs for various liability coverages annually. We carry D&O Liability coverage (\$1M) for board members and General Liability and Property Damage insurance (\$2M). The amount of coverage and the coverages themselves will need to expand as we grow. This is built into our projections.

Risk management takes many forms - insurance coverages, financial controls, appropriate policies and procedures for such areas as volunteer training, service dogs, disabled vet-applicant acceptance, appropriate monitoring of classroom sessions and outdoor experiential/sports activities, background checks for board members and volunteers, etc. The PRLI is aware that we also have a reputational risk. If a veteran is severely injured because we failed to observe proper protocols in any way, we could not only face litigation, but also the loss of support from our partners, particularly those in the VA. Our board recognizes this risk and is adopting policies and procedures in all these areas to minimize potential problems.

Appendix A: PRLI Budget

Cash Donations	2021 Actual	2022	2023	2024	2025	2026
Donations	95,983	119,000	181,000	250,000	265,000	284,000
Fundraising Events	83,700	116,000	134,348	176,392	192,706	207,500
Grant Income	31,000	35,000	57,096	77,650	85,263	92,875
Extraordinary Income	70,372					
In-Kind Donations	62,430	77,717	89,678	102,641	110,403	123,087
3rd Party Fundraising	5,000	7,000	7,000	7,000	7,000	7,000
Merchandise Sales	128	500	625	750	875	1,000
Overhead Reimbursement	21,503	22,420	22,666	5,424	5,587	5,754
Program Reimbursement	22,711	26,645	27,977	29,376	30,257	31,165
Total	392,729	404,281	520,389	649,233	697,091	752,382

Program Expenses	2021 Actual	2022	2023	2024	2025	2026
Number of Retreats		16	20	24	26	30
Direct Expenses						
Activities	13,055	22,199	29,136	36,711	40,963	48,683
Background Checks	40	61	80	101	113	134
Facilitator Expenses	3,136	3,431	4,503	5,674	6,331	7,524
Materials	84	104	137	172	192	229
Meals	20,774	30,439	39,951	50,338	56,169	66,755
Rooms	22,405	34,163	44,838	56,496	63,041	74,921
Room Cancellation Fees	763	1,164	1,528	1,925	2,148	2,553
Transportation	5,227	8,275	10,861	13,685	15,090	14,428



Total Direct	65,484	99,836	131,034	165,102	184,047	215,226
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Indirect Expenses

Accounting Fees	9,415	6,000	7,000	8,000	9,000	10,000
Fundraising - Travel	-	5,000	5,250	5,513	5,678	5,848
Fundraising - GBWAMC	15,103	30,000	31,500	33,075	34,729	36,465
Fundraising - Other	-	5,000	5,250	5,513	5,678	5,848
In-Kind Volunteers Facilitators	19,251	26,951	35,374	44,571	49,734	59,107
In-Kind Volunteer Services ¹	8,843	8,312	9,728	11,265	12,280	13,950
In-Kind Vendor Donations	24,430	36,319	38,135	40,041	41,387	42,780
Liability Insurance	823	864	907	953	981	1,011
Marketing	888	750	850	950	1,050	1,150
Salary	47,912	130,549	176,076	249,628	267,416	275,439
Salary Related Expenses	6,166	18,693	26,784	37,444	40,112	41,316
Technology	511	600	630	662	681	702
Van Expense	5,267	5,945	3,600	1,111		
Total Indirect	103,609	274,983	341,083	438,724	468,726	493,616
Total Program Expense	204,094	374,818	472,117	603,826	652,772	708,843

	2021					
Non-Program Expenses	Actual	2022	2023	2024	2025	2026
Administrative						
Admin Supplies	173	182	450	600	750	900
Annual Meeting	63	100	125	150	175	200
Fees and Charges	114	120	150	175	200	225
In-Kind Accounting Service	4,125	4,500	4,725	4,961	5,110	5,263
In-Kind Office Space	1,558	1,635				
Insurance	911	1,000	1,050	1,103	1,136	1,170
Membership Fees	268	150	200	250	275	300
Miscellaneous	18	19	200	200	200	200
Office Expenses	243	1,442	1,586	1,745	1,919	2,111

Postage and Delivery	297	312	390	488	610	763
Salary	4,559	1,224	1,335	1,402	1,444	1,487
Salary Related Expenses	621	492	542	596	655	721
Software	169	492	542	596	655	721
Technology	285	268	295	324	357	392
Total Administrative	13,404	19,919	21,664	23,140	24,348	25,633
Fundraising						
Salary	4,257	7,147	7,504	13,153	13,548	13,955
Salary Related Expenses	657	1,072	753	1,973	2,032	2,093
Total Fundraising	4,914	8,219	8,257	15,126	15,580	16,048
Total Non-Program Expenses	18,318	28,138	29,921	38,266	39,928	41,681
All Expenses	222,412	402,956	502,038	642,092	692,700	750,523
Net Profit (Loss)	170,316	1,326	18,351	7,140	4,391	1,859

Efficiency Ratio

	2021 Actual	2022	2023	2024	2025	2026
Number of Retreats		16	20	24	26	30
Total Program Expense	\$204,094	\$374,818	\$472,117	\$603,826	\$652,772	\$708,842
Total Non-Program Expenses	\$18,318	\$28,138	\$29,921	\$38,266	\$39,928	\$41,681
Program/Non-Program Ratio	92%	93%	94%	94%	94%	94%

Assumptions:

- All salaries & benefits increase 3% per year.
 - Director: hired 1Q22
 - Development Coordinator: planned full time in 1Q23
 - Program Coordinator: hired 1Q19
 - Licensed Counselor: planned hire 1Q23
 - Recreation Specialist: planned hire 1Q24
- The program expenses increase roughly 10% per year due to paying some facilitators and having some sessions on weekends or during peak seasons.
- To determine the ratio of program expenses to overhead, the following breakdown of the staff's time is used:
 - Executive Director - 95% program, 5% other
 - Development Coordinator - 80% program, 20% other
 - Program Coordinator - 85% program, 15% other
 - Licensed Counselor - 100% program
 - Recreation Specialist - 100% program



Appendix B: Excerpt from Form 990

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Form 990		Return of Organization Exempt From Income Tax		OMB No. 1545-0047	
Department of the Treasury Internal Revenue Service		Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)		2020 Open to Public Inspection	
		▶ Do not enter social security numbers on this form as it may be made public. ▶ Go to www.irs.gov/Form990 for instructions and the latest information.			
A For the 2020 calendar year, or tax year beginning , and ending					
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending		C Name of organization THE PATRIOT RESILIENT LEADER INSTITUTE Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite PO BOX 7384 City or town, state or province, country, and ZIP or foreign postal code GILFORD NH 03247		D Employer identification number 46-4105905 E Telephone number 603-528-2920 G Gross receipts \$ 157,072	
		F Name and address of principal officer: KURT WEBER 50 FOXGLOVE ROAD GILFORD NH 03249		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions.	
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		J Website: WWW.CAMP-RESILIENCE.ORG		H(c) Group exemption number ▶	
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation: 2015		M State of legal domicile: NH	
Part I Summary					
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O				
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.				
	3 Number of voting members of the governing body (Part VI, line 1a)				3 10
	4 Number of independent voting members of the governing body (Part VI, line 1b)				4 10
	5 Total number of individuals employed in calendar year 2020 (Part V, line 2a)				5 2
	6 Total number of volunteers (estimate if necessary)				6 36
	7a Total unrelated business revenue from Part VIII, column (C), line 12				7a 0
b Net unrelated business taxable income from Form 990-T, Part I, line 11				7b 0	
Revenue	8 Contributions and grants (Part VIII, line 1h)		Prior Year	Current Year	
			90,656	148,343	
	9 Program service revenue (Part VIII, line 2g)		84,747	7,753	
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)			0	
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		9,421	-1,850	
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)		184,824	154,246		
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)			0	
	14 Benefits paid to or for members (Part IX, column (A), line 4)			0	
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)		57,366	49,901	
	16a Professional fundraising fees (Part IX, column (A), line 11e)			0	
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ 6,111				
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)		147,031	61,643	
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)		204,397	111,544	
19 Revenue less expenses. Subtract line 18 from line 12		-19,573	42,702		
Net Assets or Fund Balances	20 Total assets (Part X, line 16)		Beginning of Current Year	End of Year	
			66,186	113,543	
	21 Total liabilities (Part X, line 26)		73	4,728	
22 Net assets or fund balances. Subtract line 21 from line 20		66,113	108,815		
Part II Signature Block					
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.					
Sign Here	Signature of officer		Date		
	WILLIAM C. RAY Type or print name and title		TREASURER		
Paid Preparer Use Only	Print/Type preparer's name RONDA J KILANOWSKI, CPA		Preparer's signature <i>Ronda J Kilanowski</i>		Date 11/13/21
	Firm's name ▶ MALONE, DIRUBBO & COMPANY, P.C.		Firm's EIN ▶ 02-0436087		Check <input type="checkbox"/> if self-employed PTIN P00234628
Firm's address ▶ PO BOX 537 LINCOLN, NH 03251		Phone no. 603-745-3121			
May the IRS discuss this return with the preparer shown above? See instructions. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
For Paperwork Reduction Act Notice, see the separate instructions. Form 990 (2020)					



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Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a			
	b Membership dues	1b			
	c Fundraising events	1c			
	d Related organizations	1d			
	e Government grants (contributions)	1e	148,343		
	f All other contributions, gifts, grants, and similar amounts not included above	1f			
	g Noncash contributions included in lines 1a-1f	1g	\$ 310		
	h Total. Add lines 1a-1f		148,343		
	Program Service Revenue	2a PROGRAM REVENUE	Business Code	7,753	7,753
b					
c					
d					
e					
f All other program service revenue					
g Total. Add lines 2a-2f			7,753		
Other Revenue		3 Investment income (including dividends, interest, and other similar amounts)			
	4 Income from investment of tax-exempt bond proceeds				
	5 Royalties				
	6a Gross rents	6a (i) Real (ii) Personal			
	b Less: rental expenses	6b			
	c Rental inc. or (loss)	6c			
	d Net rental income or (loss)				
	7a Gross amount from sales of assets other than inventory	7a (i) Securities (ii) Other			
	b Less: cost or other basis and sales exps.	7b			
	c Gain or (loss)	7c			
	d Net gain or (loss)				
	8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	8a	976		
	b Less: direct expenses	8b	2,826		
	c Net income or (loss) from fundraising events		-1,850		
	9a Gross income from gaming activities. See Part IV, line 19	9a			
	b Less: direct expenses	9b			
	c Net income or (loss) from gaming activities				
10a Gross sales of inventory, less returns and allowances	10a				
b Less: cost of goods sold	10b				
c Net income or (loss) from sales of inventory					
Miscellaneous Revenue	11a	Business Code			
	b				
	c				
	d All other revenue				
	e Total. Add lines 11a-11d				
12 Total revenue. See instructions		154,246	7,753	0	0

Form 990 (2020)

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Form 990 (2020) THE PATRIOT RESILIENT LEADER 46-4105905 Page 10

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	44,828	28,071	12,301	4,456
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	1,116			1,116
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	447	281	121	45
10 Payroll taxes	3,510	2,211	948	351
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	5,000	5,000		
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion	1,195	1,195		
13 Office expenses	5,249	1,264	3,842	143
14 Information technology	1,623		1,623	
15 Royalties				
16 Occupancy				
17 Travel	2,620	2,620		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	1,670	761	909	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a PROGRAM EXPENSE	32,127	32,127		
b FOOD EXPENSE	11,877	11,877		
c MISCELLANEOUS	282		282	
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	111,544	85,407	20,026	6,111
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

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Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing	64,359	105,688
	2	Savings and temporary cash investments		
	3	Pledges and grants receivable, net		5,000
	4	Accounts receivable, net		900
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		
	7	Notes and loans receivable, net		
	8	Inventories for sale or use	1,391	1,478
	9	Prepaid expenses and deferred charges	436	477
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	
	10b	Less: accumulated depreciation	10b	10c
	11	Investments—publicly traded securities		
	12	Investments—other securities. See Part IV, line 11		
	13	Investments—program-related. See Part IV, line 11		
	14	Intangible assets		
	15	Other assets. See Part IV, line 11		
16	Total assets. Add lines 1 through 15 (must equal line 33)	66,186	113,543	
Liabilities	17	Accounts payable and accrued expenses	73	4,728
	18	Grants payable		
	19	Deferred revenue		
	20	Tax-exempt bond liabilities		
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		
	23	Secured mortgages and notes payable to unrelated third parties		
	24	Unsecured notes and loans payable to unrelated third parties		
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		
	26	Total liabilities. Add lines 17 through 25	73	4,728
	Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.		
27		Net assets without donor restrictions	66,113	102,315
28		Net assets with donor restrictions		6,500
Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.				
29		Capital stock or trust principal, or current funds		
30		Paid-in or capital surplus, or land, building, or equipment fund		
31		Retained earnings, endowment, accumulated income, or other funds		
32		Total net assets or fund balances	66,113	108,815
33	Total liabilities and net assets/fund balances	66,186	113,543	

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Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	154,246
2	Total expenses (must equal Part IX, column (A), line 25)	2	111,544
3	Revenue less expenses. Subtract line 2 from line 1	3	42,702
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	66,113
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	108,815

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits		

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D/A

Appendix C: Sources

The following source provides the research supported approach to working with veterans discussed in Paragraph 2B (pg. 4) in this strategic plan.

Manglicmot, Chris, et al. "Channeling the 'Sea of Goodwill' to Sustain the 'Groundswell of Support'." *Office of the Chairman of the Joint Chiefs of Staff*, 8 Sept. 2011, www.jcs.mil/Portals/36/Documents/CORE/SOGW_Groundswell_of_Support_8_SEP_2011.pdf.

The following sources were used to determine the veteran statistics used in this business plan and the executive summary.

Bagalman, Erin. "The Number of Veterans That Use VA Health Care Services: A Fact Sheet." *Congressional Research Service*, 3 June 2014, pp. 1–3., fas.org/sgp/crs/misc/R43579.pdf.

Office of Public and Intergovernmental Affairs. "VA Releases Veteran Suicide Statistics by State." *News Releases - Office of Public and Intergovernmental Affairs*, US Department of Veteran Affairs, 15 Sept. 2017, www.va.gov/opa/pressrel/pressrelease.cfm?id=2951.

"PTSD: National Center for PTSD." *How Common Is PTSD? - PTSD: National Center for PTSD*, 5 July 2007, www.ptsd.va.gov/public/ptsd-overview/basics/how-common-is-ptsd.asp.

"PTSD: National Center for PTSD." *Traumatic Brain Injury and PTSD: Focus on Veterans - PTSD: National Center for PTSD*, 1 Jan. 2007, www.ptsd.va.gov/professional/co-occurring/traumatic-brain-injury-ptsd.asp.

Tanielian, Terri, et al. "Invisible Wounds: Mental Health and Cognitive Care Needs of America's Returning Veterans." *RAND Corporation*, 8 Apr. 2008, www.rand.org/pubs/research_briefs/RB9336.html.

"VetPop2016." *VetPop2016 - Data.Gov*, Publisher Department of Veterans Affairs, www.catalog.data.gov/dataset/vetpop2016.

The following sources were used for the definitions used for the veterans' and first responders' disabilities and coping skills in this strategic plan and the executive summary.

Corbin, Charles B, and Robert P Pangrazi. "Toward a Uniform Definition of Wellness: A Commentary." *President's Council on Physical Fitness and Sports*, President's Council on Physical Fitness and Sports, Dec. 2012, files.eric.ed.gov/fulltext/ED470691.pdf.

"Depression." *American Psychological Association*, American Psychological Association, www.apa.org/topics/depression/recover.aspx.

Elnitsky, Christine A., et al. "Military Service Member and Veteran Reintegration: A Conceptual Analysis, Unified Definition, and Key Domains." *Frontiers in Psychology*, Frontiers Media S.A., Mar. 2017, www.ncbi.nlm.nih.gov/pmc/articles/PMC5348503/.

"Help with Posttraumatic Stress Disorder (PTSD)." Edited by Dr. Ranna Parekh, Get Help With PTSD, July 2015, www.psychiatry.org/patients-families/ptsd.

"PTSD: National Center for PTSD." *Military Sexual Trauma - PTSD: National Center for PTSD*, 1 Jan. 2007, www.ptsd.va.gov/public/types/violence/military-sexual-trauma-general.asp.

"The Road to Resilience." *American Psychological Association*, American Psychological Association, www.apa.org/helpcenter/road-resilience.aspx.

Lu, Stacey. "Mindfulness holds promise for treating depression." *Monitor on Psychology*, American Psychological Association, 2015, www.apa.org/monitor/2015/03/cover-mindfulness.aspx.



“Documenting the Traumas of First Responders,” March 12, 2021

<https://www.nami.org/Blogs/NAMI-Frontline-Wellness/2021/Documenting-the-Traumata-of-First-Responders>

“EMS PTSD Statistics,” May 16, 2018 <https://blog.grahammedical.com/blog/ems-ptsd-statistics>

Moral Injury, VA https://www.ptsd.va.gov/professional/treat/cooccurring/moral_injury.asp

Moral Injury <https://www.dav.org/veterans/moral-injury/>

Bureau of Labor Statistics, May 2020 <https://data.bls.gov/oes/#/home>