

R4 ALLIANCE

This document contains the following information about R4 Alliance:
Executive Summary, Introduction to the Patriots' Parade, 2013 Annual
Report, Current Members & Affiliates, Strategic Partners and Staff,
Frequently Asked Questions and Supporting R4 Alliance





“Maximizing the Healing Power of Nature and Recreation for Our Military Family”



Executive Summary

In the aftermath of Post-911 conflicts more than 650,000 service members are returning home with disabilities that will require continued care. As a result of the private sector’s unprecedented support, we have seen a niche market arise in providing therapeutic outdoor experiences for Our Military Family. As a new industry, this niche is experiencing growing pains. To effectively provide recreation services, the following needs must be met:

- The need for unified research efforts to prove service efficacy
- The need for establishing standards of practice and codes of ethics to improve service delivery
- The need for effective communication between service providers to create and maintain a quality continuum of care
- The need to develop focused education and training protocol to improve the competence of the service providers while meeting Our Military Family’s needs
- The need to maintain economic viability while programs and networks are created and/or expanded

In November of 2012, R4 (Research, Recreate, Rehabilitate, Reintegrate) Alliance was formed to meet these needs. A workshop was hosted with eight of the top nonprofit programs providing recreation services to Our Military Family from across the nation. Working with the founding members were representatives from the Office of the Joint Chiefs of Staff, the Secretary of the Army, the Veterans Administration, and representatives from Our Military Family. A second workshop hosted in June 2013 brought on new founding members, further defined the Alliance mission/vision/objectives, and laid the foundation for a strategic plan. In February 2014, **R4 Alliance gained formal 501c3 status in only 4 months.** A recently concluded third workshop brought it all together and adopted the following:

Alliance Objectives

- Create and utilize collaborative **Research** and evaluation tools providing a substantial evidence base to: advocate recreation as a crucial component to health and wellness, disseminate findings through the medical community, and provide protocol for individualized client treatment plans
- Serve as a nationally recognized alliance of service providers promoting **Standards of Excellence** developed and driven by our membership organizations to ensure effective recreation services to Our Military Family
- Provide information sharing systems facilitating communication between service providers necessary for a collaborative **Continuum of Care** to ensure the highest quality of service provision
- Establish **Education and Training** guidelines to facilitate the distribution of our collective experience and knowledge
- Enhance funding and **Economic Viability** through creative private sector fundraising initiatives and securing private and public grants

Alliance Core Values: Integrity, Compassion, Empowerment, Inclusion, Selfless Service

Alliance Mission: R4 Alliance maximizes potential for Our Military Family through standards of excellence, Research, education/training, and continuum of care impacting Recreation and Rehabilitation to achieve Reintegration

Alliance Vision: Maximize the Potential of Our Military Family





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R4 Alliance Patriots’ Parade Project

A National Living Memorial

“Caring for the Living by Honoring the Fallen”

Facts

Since 2001, thousands of men and women serving in the United States Armed Forces have been killed in Iraq, Afghanistan, and other theaters of conflict with hundreds of thousands more mentally or physically afflicted. In addition, it has been widely reported that 22 American veterans are taking their lives each day by their own hand; and every night in America, nearly 200,000 veterans go homeless. After volunteering to put their lives on the line for our freedoms, these men and women are facing residual harsh realities that are all-too-often ignored.

The Patriots’ Parade Project is a sweeping effort to bring awareness to the civilian population concerning misunderstandings and misconceptions about veteran care, and to educate them on how our nation’s heroes and families can be better served. With people ready to volunteer time and money to this cause, we can effectively combine these efforts to ensure no fallen soldier is forgotten, and no returning soldier is without appropriate and effective care.

Project Structure and Organization

The R4 Alliance sponsored Patriots’ Parade Project involves a two-fold mission: to confront and target glaring issues on how to best care for Our Military Family, and how to effectively provide an avenue to honor the fallen troops. The project will be web-based to centralize communication and promote widespread awareness. Part of the project will include a unique and interactive website listing of the names and pictures (if available) of fallen patriots.

In association with each name of a fallen patriot, individuals, groups, corporations, churches, non-profits, et al., will be able to purchase the right to honor an individual for \$250.00 or more. For this donation an individual, group and/or representative will receive a 3'x5' American made Stars and Stripes to take to a "Personal Summit." At this “Personal Summit” a photo can be taken with the flag which will be uploaded to the wall underneath the photo and bio of the fallen patriot. Space will also be made for participants to write up to 250 characters about their tribute and/or experience. Users will have opportunities to purchase multiple representations or create peer to peer groups for the same or other fallen patriots. The “Personal Summit” could be any single or group physical, mental or creative activity to honor the fallen, such as summiting a mountaintop, running a marathon, riding a monster wave, catching a big fish, or sky diving. One could even memorialize a hunting trip or a record round of golf, create a new art piece, compose tribute music, or journal words of encouragement - anything that drives one to personal limits or represents a physical, mental or creative challenge done to honor a fallen patriot.

Established as an ongoing online activity, the Patriots' Parade will allow people from around the globe the opportunity to personally honor our nation’s fallen, support the survivors, and help integrate the military experience more fully into American life by reaching for and memorializing a “Personal Summit” achievement. The supporters of the R4 Alliance's Patriots’ Parade anticipates an endless, diverse cavalcade of those wishing to lift our nation’s emblem in a challenging and rewarding effort to honor each fallen patriot while we help those who are living but afflicted with the wounds of war.



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Funds Allocation and Usage

The purchaser of the flag can direct their donation one of two ways: one hundred per cent (100%) of the net proceeds can go directly to the R4 Alliance or they can be shared between the R4 Alliance and other organizations that provide services that include recreational and activity based opportunities for veterans, service members, and their families.

Funds allocated to the R4 Alliance will be directed to continue research studies, education and training, and focused care that proves the efficacy of recreational therapy and community recreation as a means to reduce or possibly eliminate the use of pharmaceutical therapy in treating Post Traumatic Stress (PTS), Traumatic Brain Injury (TBI), Military Sexual Trauma (MST), and enhancing rehabilitation techniques while training and reintegrating veterans into the community.

Research Impact

Data sets, information cataloging, field costs, and journal posting are just a few of the powerful results of research that will be administered by the R4 Alliance. The ultimate intent is to widen the number of individuals participating in the extensive programs offered by member and affiliated organizations. These organizations will be further encouraged in their work and be enabled to grow through R4 Alliance grants and scholarships awards.

Special attention will be paid to our disabled veterans and those diagnosed with, or likely to be struggling with (TBI), (PTS) and (MST). Again, our goal as the R4 Alliance is to provide support and additional funding to the member organizations and affiliates who in turn provide the funds for supporting veterans, active duty and their families. Commonly referred to as Our Military Family, they require short and long term assistance from both the private and public sector in dealing with the effects of physical and mental afflictions. Armed with new research data, we hope to demonstrate to both the Department of Defense (DoD) and Department of Veterans Affairs (VA) that there are partial and/or total alternatives that are effective in improving the health and well-being of Our Military Family.





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2013 R4 Alliance Annual Report

Message from the Executive Director

The past year has been an active and ground breaking year for R4 Alliance. One of the many highlights of 2013 was the increase of programs of excellence. Providing a collaborative service to support Our Military Family is one of our main focuses, and we have received incredible membership support. In addition to increasing membership, the R4 Alliance team focused on strengthening our organization by:

- Reviewing and updating mission and by-laws
- Reviewing and updating financial reporting
- Agreement of founding membership and focus on future growth expectations
- Addition of five new board members
- Submitted 501c3 documentation for approval
- Focused our direction and strategy for Patriots Parade Initiative

R4 Alliance believes in operation as effectively and efficiently as possible.

With the commitment of our membership programs, our organization provides nationwide services to Our Military Family. These member organizations have provided support to over 70,000 veterans and their families and continue to build and expand their impact.

Like all non-profit organizations, we would not operate without financial support. We are grateful to the donors who provided over \$40,000 to help build the R4 Alliance foundation and through the generous seed money provided by one of our driving members: Higher Ground.

To those of you not yet involved, I ask that you consider volunteering and/or financially supporting our organization. Our future is bright and we are dedicated to supporting Our Military Family.

Sincerely,

Chuck Steele
Executive Director/R4 Alliance

R4 Alliance Incorporation

R4 Alliance, Inc. was incorporated in the state of Idaho in January 2013 and applied for formal 501c3 status in November 2013. (Awarded 501c3 status in February, 2014)

Our Focus

R4 Alliance is a membership of programs of excellence providing therapeutic and community based *Recreation* services to Our Military Family. We are focused and committed to achieving the highest quality services through collaborative efforts in *Research*, education, standard of excellence, economic viability, and continuum of care across our service community. We believe these services are essential to the holistic *Rehabilitation* and *Reintegration* of Our Military Family.





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Our Founding Membership



Higher Ground provides weeklong outdoor therapeutic recreation retreats for service members and their supporters with Traumatic Brain Injuries, Post Traumatic Stress, Military Sexual Trauma and Polytrauma.



Project Sanctuary provides 6-day therapeutic retreats, enabling military families to reconnect and reintegrate into their communities through education, innovative services, supportive follow through and fun!



Project Healing Waters Fly Fishing is dedicated to the physical and emotional rehabilitation of disabled active military service personnel and disabled veterans through fly fishing and associated activities including education and outings.



The **Terros** Advancing Heroes Project is an innovative training approach that combines effective evidenced-based treatments with a variety of powerful wellness and healing interventions.



The **Honor House** is a proactive step in transitioning this generation's Combat Wounded from the Battlefield to the home front. The mission is to provide a complete transitional package that utilizes resources from the community to meet therapeutic needs of our Veterans affected by combat.



The mission of **Northeast Passage** is to create an environment where individuals with disabilities can enjoy recreation with the same freedom of choice, quality of life, and independence as the non-disabled peers do.



The **Sierra Club** Military Families and Veterans Initiative is ensuring those who defended our country and their families get to enjoy the land they served!



Ride2Recovery is produced by the Fitness Challenge, a 501c3 in partnership with the Military and VA Volunteer Service office to benefit mental and physical rehabilitation programs from our country's wounded veterans and healing heroes that features cycling as the core activity.



Team River Runner gives active duty service members and veterans an opportunity to find health, healing, and new challenges through whitewater boating and other paddling sports.



Georgia Aquarium is committed to thanking the men and women serving in our military and has established the Veteran Immersion Program as part of the R4 Program. This important initiative provides veterans with a positive experience that helps them adapt to life after their return from war.

New membership is growing weekly.

Updated members can be found at www.r4alliance.org/our-current-members/



PO Box 836, Vienna, VA 22183 (ph/fax) 1-855-474-2554 www.r4alliance.org



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R4 Alliance 2013 Annual Budget					
Items	Names	In-Kind	Donations	Costs	End of Year Funds
Pre-R4 funding through Higher Ground (Prior to R4 stand-up in Nov 2013)	Donations and Sponsors		\$38,000		
Directed Donations to R4	Specific Donations		\$4,500		
	In-Kind Services	\$36,000			
Start-up Funds					
	Higher Ground		\$19,693		
Total Donations			\$62,193		
Expenses through HG prior to R4 stand-up in Nov 2013)				\$33,000	
Air/Auto/Transportation	Travel and Auto Rental			\$3,033	
Conference Registration	This is Our Land Conference/SLC			\$250	
Food/Entertainment (Workshops)	Workshops and Travel			\$2,363	
Legal	Bylaws, 501c3 Review, Incorporation			\$2,051	
Lodging	Workshops, Conferences, Consulting			\$1,941	
Outsource (consulting costs and fees)	Consulting, Reviews, Presentations			\$3,136	
Workshop Conferences/Supplies/Other	Operational Costs and Supplies			\$3,099	
IT and Website development	IT and Web Development			\$2,970	
501c3 Processing	IRS Submittal Fees			\$850	
Total Operating Funds				\$52,693	
End of Year Funds		\$36,000	\$62,193	\$52,693	\$9,500



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Our Programs

Research

R4 Alliance believes therapeutic and community based recreation services are essential to the holistic rehabilitation, and reintegration of Our Military Family. While few doubt the positive impacts our member's programs have on the lives of Our Military Family, we lack a homogeneous body of evidence to prove our efficacy and drive evidence based practices. In order to prove the benefit of these services and gain recognition in the medical community, we as an industry need to collaborate our research efforts to gain the body of evidence needed to prove the efficacy our services. Many of our members have endeavored to conduct research and achieved favorable results with small data sets. It is difficult for a single organization to collect sufficient data to meet this end.

Collectively, R4 Alliance members are a veritable force. R4 Alliance will achieve proven efficacy and increased support for therapeutic and community recreation service provision through:

- The use of common research and evaluation tools collecting a large body of evidence
- Publication of results in reputable medical journals
- Dissemination of results to be leverage with insurance companies and government entities showing the economic viability of our services.

Standards of Excellence

R4 Alliance membership strives to ensure the highest quality therapeutic and community recreation services to exceed the expectations of Our Military Family. The membership is defined around three key steps for success:

- Proof of good standing as a non-profit
- Justification of effective programming
- Acceptable rating by program participants

In recognition of the great work done by both Therapeutic Recreation Services and Community Based Recreation Services we have divided our membership into two categories.

Therapeutic Recreation (TR) Programs: To be a TR member a program must have licensed professionals on staff working directly with clients. These programs must also have in place a follow-up protocol. Examples of licensed professionals: CTRS, MSW, LSW, PT, OT, Counselors. (This is not a complete list of all qualified professionals).

Community Recreation Programs: Must be available in home communities on an ongoing basis and run by professionals and/or knowledgeable volunteers.



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Continuum of Care

R4 Alliance believes that in order to provide Our Military Family with the highest quality of care, an effective continuum of care must be established between civilian service providers. A major challenge facing quality care to Our Military Family is the inability for service providers to communicate effectively. In addition to the revolving door of care providers, individuals have to essentially begin anew with each encounter with a family member; providing personal information every time they participate in a new program. Inversely, care providers spend countless hours collecting information that could be provided by other organizations and shared with other organizations to guide them through the care process. Most importantly, providers need a platform where they can facilitate a warm hand off when referring their clients to other organizations. A shared platform would enable providers to share crucial information on the successes achieved, barriers faced, and goals established during their program with other providers who plan to serve the same client.

To meet these challenges while respecting the privacy of our clients, R4 Alliance is developing a shared database where clients can choose what information is shared regarding their care. Service providers will then have the ability to gain valuable insight into the needs of their individual clients prior to participation. With the permission of each client, providers will have the opportunity to collaborate on aspects of care like: goals, progress, challenges, ability level, sports progression, and a host of other topics.

Education and Training

R4 Alliance is focused on providing comprehensive education and training opportunities to our membership. Our commitment is to provide the necessary tools for good programs become programs of excellence. R4 will provide a variety of education and training opportunities helping members increase their ability to provide effective recreation services specific to their military participants needs. By collaboration with other member organizations, assistance will include staff and volunteer training, onsite program evaluation, tools for marketing and fundraising, and onsite business planning. These services will be provided through grants and scholarships available to our membership.

As we move forward, we will be providing additional peer to peer educational opportunities through Webinars, Workshops, Online Forums, Conferences, and more.

Economic Viability

It is our vision and our honor to provide R4 members with resources to better take care of our heroes. We are committed to providing economic viability for:

- Members wanting to enhance the effectiveness of their services
- Members with proven efficacy to expand their reach

Government healthcare programs are overburdened as Our Military Family grows daily, requiring ongoing support. The therapeutic and community recreation industry has seen monumental growth, but also struggles to meet the increasing need. Mounting evidence of the benefits of R4 member services warrants large scale economic support.

R4 Alliance recognizes the financial barriers that our members face. It is our focus to step forward providing financial support through partnership with corporate and individual contributors, through innovative and collaborative fundraising initiatives, and through the securing of grants and other support.

As we grow, R4 will provide focused funding for: research, education, training, program development, program expansion, business planning, and strategic development.



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Call to Action

In the aftermath of Post-911 conflicts more than 650,000 service members are returning home with disabilities that will require continued care. As a result of the private sector's unprecedented support, we have seen a niche market arise in providing therapeutic and community experiences for Our Military Family. As a new industry, this niche is experiencing growing pains. To effectively provide recreation services to Our Military Family, the R4 Alliance programs were designed to meet these needs.

Consider a Gift

We would like to ask you to consider giving a gift to our organization. R4 Alliance operates solely to provide service to Our Military Family – they served us, it is time to serve them. Financial contributions are needed for operations, and as a match for our grant support. In 2013, our Economic Viability program was initiated to help raise funds for the programs of excellence that provide community and therapeutic recreation programs for service members and their family. If you are interested in supporting R4 Alliance, contributions can be made online at our website, www.r4alliance.org, or by contacting R4 Alliance and submitting direct donation. Thank you for your considerations!



Chuck Steele
Executive Director
R4 Alliance




William Potter
Chairman, Board of Directors
R4 Alliance



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Members & Affiliates

 Kate Weihe Executive Director Kate@highergroundsv.org	 Heather Ehle Founder and Executive Director Heather@ProjectSanctuary.us	 Ellen Killogh Chief Executive Officer ellenkillogh@projecthealingwaters.org
 Larry Villano Vice President larry.villano@terros.org	 Brian Mancini Founder and Executive Director brian.mancini.7@gmail.com	 David Lee Assistant Director David.Lee@unh.edu
 Stacy Bare Director stacy.bare@sierraclub.org	 John Woordin Founder and President jw54@aol.com	 Joe Mornini Executive Director kayakingjoe@comcast.net
 Susan Oglesby Director soglesby@georgiaaquarium.org	 Tony Perez Founder and Executive Director pgapop@gmail.com	 Richard Rhinehart Director of Communication richardrhinehart@worldteamsports.org
 Lynn Miller Chief Camper lmiller@eaglerockcamp.org	 Dave Donaldson Executive Director ddonaldson13@cox.net	 Jason Eckman Director jason.eckman@nobarriersusa.org



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Members & Affiliates

 Prince Humphries Director of Operations prince@hohproject.org	 Elijah Sacra Founder and Executive Director e.sacra@sfnw.org	 Susannah Denney Veteran's Coordinator sdenney@equest.org
 David Booth Executive Director d_booth1@yahoo.com	 Tina Atherall Executive Vice President TAtherall@hopeforthewarriors.org	 Joel Zeisler Executive Director lofskiers@gmail.com
 Jim Dolan Executive Director jim.dolan@heroesonthewater.org	 Angela McDonald VP of Development angela@comfortcrew.org	 Fred Solheim Executive Director warriorsoncatract@gmail.com
 Jeff Jones Director of Sports and Community Programs jjones@blazesports.org	 Laurel Martin Summer Program Manager lmartin@disabledsportseasternsierra.org	 Andrew Roberts Director, Office of Military and Veterans Liaison Services Aroberts5@nshs.edu
 Jim Smith Executive Director jsmith59601@gmail.com	 Tonia Zybert Program Director tonia@warriorinstitute.org	 Courtney Stuecheli Executive Director director@tellurideadaptivesports.org



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Strategic Partners



Todd Weiler
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Sam Russo
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Bob Calvert
Founder
talkingwithheroes@gmail.com



Jill Chambers
Founder
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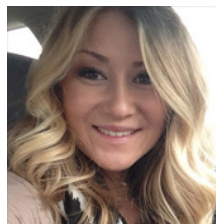
R4 Alliance Staff



Chuck Steele
Executive Director
Washington D.C.



Bert Gillette
Director of Programs and
Outreach
Hailey, ID



Jaimee Rizzotti
Programs & Logistics
Coordinator
San Francisco, CA



Sherri Kelly
Outreach Coordinator
Salt Lake City, UT



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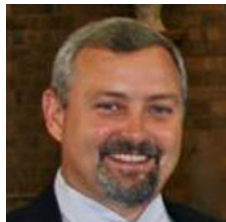
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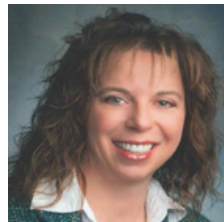
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Tony “TK” Kelly
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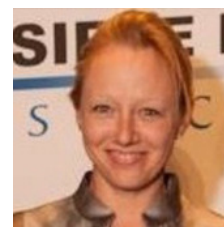
Hayward Sawyer
Member
Sun Valley, ID



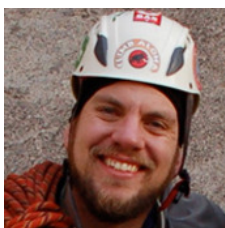
Sarah Wade
Member
Washington D.C.



Tony Forbes
Member
Las Vegas, NV



Juliet Madsen
Member
Parker, CO



Stacy Bare
Member
Salt Lake City, UT



Heather Ehle
Member
Granby, CO



Michael “Mike” Moone
Member
Napa, CA



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Frequently Asked Questions

Q: Why is R4 Alliance important?

A: First and foremost, R4 Alliance is overcoming needs we see in our industry:

- The need for unified research efforts to prove service efficacy
- The need for establishing standards of practice and codes of ethics to improve service delivery
- The need for effective communication between service providers to create and maintain a quality continuum of care
- The need to develop focused education and training protocol to improve the competence of the service providers while meeting Our Military Family’s needs
- The need to maintain economic viability while programs and networks are created and/or expanded

As an alliance of programs of excellence, we collaborate to overcome these barriers, enabling our members to provide the highest quality of services to Our Military Family.

Q: Why join R4 Alliance?

A: Why not! Many organizations striving to provide recreational and healthy lifestyle support for Our Military Family face fiscal and capacity challenges. Joining R4 Alliance means joining an alliance of peers recognized as programs of excellence. Organizations can collaborate on research, education, a collaborative continuum of care, and gain economic viability through fundraising and grant opportunities. Sharing our collective knowledge and combined experience benefits all.

Q: Who should be interested?

A: We accept organizations focused on the care of Our Military Family. Our primary focus is organizations using therapeutic and community based recreation to better the lives of Our Military Family. Our success is built on the collective success and expertise of our membership aiding each other. We have split our outreach into two categories:

- Membership: Non-Profit Therapeutic and Community based recreation organizations serving Our Military Family.
- Affiliates: Other organizations providing quality services to Our Military Family who support our mission. These organizations are used to provide resources for other unmet needs outside the recreation realm.

Q: How much will it cost for my organization to join R4 Alliance?

A: R4 Alliance membership services are provided at no cost. The only requirement is an agreement to support the membership-defined standards and ethics.

Q: Who sets the standards, ethics, and other policies for R4 Alliance?

A: You the member! All R4 Alliance policies and qualifications are membership driven.

Q: Who determines if an organization is a “program of excellence”?

A: Ultimately, the members of Our Military Family you serve decide the quality of a program. R4 members are asked to administer a shared evaluation tool given to their participants following involvement in a program. The results of this evaluation and the information gathered in the application process helps give our team a picture of organizations strengths, and areas R4 Alliance may be able to provide support.



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Frequently Asked Questions

Q: Who will have the opportunity to apply for grants and scholarships?

A: As we build our budget through donors, strategic partnerships, initiatives, and fundraising, we will develop a pool of funds focused on providing the opportunity for grants and scholarships. Access to the grants and scholarships will only be available to R4 Alliance members.

Q: How can I apply to become a member?

A: Membership is open to all organizations that meet our criteria through a simple application process. The application will be submitted to an Advisory Board consisting of founding members of R4 Alliance. The recommendations will then be presented to the Executive Director and Board of Directors for final approval. If accepted, a Memorandum of Understanding will be established between R4 Alliance and the new member.

Q: Does R4 Alliance leadership have the power to dictate policy decisions and activities of their members?

A: No! R4 Alliance has expectations, defined by the membership, for standards of excellence and expects a collaborative relationship with that membership. R4 provides guidance when asked, but does not inhibit the autonomy of member organizations.

Q: What if an applying organization does not meet membership standards established by R4 Alliance members?

A: R4 Alliance strives to be inclusive and not exclusive. If, for any reason, an applicant does not meet the criteria established by our members, R4 Alliance will provide peer resources to give guidance in identified areas of need.

Q: After I become a member, what is my organization obligated to do?

A: As part of R4 Alliance’s collaborative effort we ask our members to:

- Adhere to the Standards and Ethics established by our membership
- Cooperate in our shared Research
- Apply our Shared Evaluation Tool to your program participants
- Report statistical data on the number of participants and services provided
- Link R4 Alliance to your organization’s website
- Share in updating our secure database
- Refer participants to our membership and affiliates for continued services
- For those interested in a deeper level of involvement in the development of R4 we welcome
 - Join our Advisory Board
 - Assist in the development of various R4 Alliance programs
 - Promote our collaborative fundraising initiatives
 - Participate and/or present at our continued education opportunities



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Supporting R4 Alliance

R4 Alliance thanks you for your interest in supporting our mission and honor in serving Our Military Family. Developing a strong membership team focused on benefiting Our Military Family through a collaborative effort will enhance our ability to serve those who served.

There are many ways to participate showing support for the R4 Alliance effort and our membership through:

- Sponsorship
- Donations
- Grants
- Strategic Partnerships
- Membership
- Volunteering

