



T U R N I N G A H E R O ' S H A R D S H I P I N T O A H O M E

O P E R A T I O N  
F I N A L L Y H O M E

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A N N U A L  
R E P O R T

2019



With faith in God and determined action,  
Operation FINALLY HOME brings people together to build homes  
and hope for America's military heroes and their families.



We're just getting started!

As we prepare to celebrate our 15th year, I'm humbled by the progress we've made in our mission to build and modify homes for our nation's heroes. From every Surprise, Groundbreaking, Notes of Love and Dedication, to every individual life so greatly impacted, none of our progress would be possible without supporters like you. Building or renovating a home is no small task. It requires dedicated builders, passionate subcontractors, a motivated community and funding to provide the best possible home for those heroes and their families who have sacrificed greatly so we may live a life of freedom.

As you'll see, we have over 275 projects in 33 states that are completed or in planning. And this past year, 20% of those projects were modifications – and that number continues to grow! And thanks to our many supporters, we've been able to maintain our mortgage-free average home value at about \$330,000 while keeping our costs in line with previous year's expenses. Thank you to our builders, suppliers and trades for making our building process so efficient.

We are pleased to extend a warm welcome all our Operation FINALLY HOME veterans and their families. Please read their stories throughout our annual report – and you'll find more on our website. While we are grateful to have provided many homes and home modifications to veterans and widows of the fallen, we know our mission is far from compete. As we work together, we will continue to honor heroes with homes.

God Bless,  
*Dan Wallrath*  
Founder



## OUR VISION

With faith in God and determined action, we aim to have hundreds of homes built across the nation for our heroes, those who have sacrificed while wearing America's uniform in defense of our freedoms and values, helping them get their lives back on track after the hardships they have faced. We want Operation FINALLY HOME to be a nationally recognized charity and a household name that inspires others to help in our cause.



## OUR MISSION

At Operation FINALLY HOME, we provide homes and home modifications to America's military heroes and the widows of the fallen who have sacrificed so much to defend our freedoms and values. We bring together corporate sponsors, builder associations, builders, remodelers, developers, individual contributors, and volunteers to help these Heroes and their families by addressing one of their most pressing needs—a place to call home.

## OUR ORGANIZATION

Operation FINALLY HOME is governed by a board of directors, along with a small and effective management team. This collective group brings together proven military and business leaders from the home building, military, and nonprofit industries who work diligently and efficiently to meet our mission of providing mortgage-free homes to America's military heroes and widows of the fallen who have sacrificed so much in the defense of our freedoms and values.





## TAMMY BARRETT

U.S. ARMY STAFF SERGEANT

U.S. Army Staff Sergeant and Austin Police Officer Tammy Barrett has spent her life dedicated to serving her country and community. Born in England while her father was serving in the United States Air Force, they moved to Texas where her father completed an honorable career. The youngest of six children, Tammy grew up with a servant's heart.

After graduating high school, Tammy served in the Army for 10 years with stations in Korea, Kansas, Texas and Germany. After her honorable discharge, she desired to continue

serving her community, so she became a state trooper with the Georgia State Police Department. After a tragic automobile accident claimed the life of her brother, Tammy moved to Texas to be closer to family and served with the Austin Police Department for more than 10 years.

In August of 2018, Tammy and her fiancé, Cortney, rented ATVs to explore Lincoln National Forest. What started as a day filled with adventure turned tragic when Tammy hit a deep rut in the road and lost control of her vehicle,

which sped over a 45-foot cliff. After a four-and-a-half-hour rescue, Tammy was taken to a nearby hospital and was diagnosed with several injuries including a severely dislocated spine. Following a 14-hour spine surgery, Tammy remains paralyzed from the waist down and will likely be unable to walk again.

Despite her injuries, Tammy adopted the slogan "Attack the Day" and remains dedicated to her recovery.

Austin Cops for Charities along with Henley Homes and Operation FINALLY HOME are proud to provide Tammy and her family with a custom-built, mortgage-free home in the Austin area.



AUSTIN, TX



COMPLETED 2019

# P I L L A R E V E N T S

Operation FINALLY HOME has been successful in coordinating key events around a home build. The following marketing events typically happen around Operation FINALLY HOME projects: Town Hall Meeting, Surprise, Groundbreaking, Notes of Love, and Dedication.

## TOWN HALL MEETING 1

Typically, this is the first meeting that the builder conducts to solicit community involvement along with product and service donations. During this event, the builder and Operation FINALLY HOME provide an overview of the mission, the build, and what's needed from the trades and subcontractors—from products and services to monetary contributions.



## SURPRISE 2

When a home recipient is officially named, a surprise event helps announce the details to the community and media. Successful announcement events range from high traffic public events with media already on-site, such as a concert or professional sports games, to surprise groundbreakings at the home site or a reveal held in conjunction with an established community event.

The event involves calling the veteran recipient on stage with a spouse,

family member, or friend, where the announcement is made that they are receiving a home. Distributing a media advisory to local media prior to the event preps media, and a post-event press release disseminated to local media after the announcement event helps gain additional coverage. Operation FINALLY HOME provides media relations and event planning support for the home recipient surprise event.

## GROUNDBREAKING 3

Following the selection of the family and the official build announcement, Operation FINALLY HOME works with the builder and build sponsors to kick off construction with a groundbreaking event at the future site of the veteran's new home. This event helps foster support of the build and family within the local community and raises awareness of the project.

The event begins with the National Anthem and includes a few words from the builder, the primary build sponsor (if applicable), and Operation FINALLY HOME. Prominent members of the community speak, as appropriate. The family then joins all participating organizations in a ceremonial groundbreaking. Operation FINALLY HOME provides media relations and event planning support for the groundbreaking celebration.

## NOTES OF LOVE 4

Family, friends, and members of the community gather at the build site to surround the family with "Notes of Love" by signing inspirational phrases, scripture, and notes of appreciation on bare studs and headers. Based on response from our families, this event carries some of the deepest warmth and love of the entire process due to the support shown.



## DEDICATION 5

As the capstone for each Operation FINALLY HOME build, the home dedication brings together the local community, the builder, and all other build participants to commemorate the delivery of the keys to the veteran's family. Operation FINALLY HOME reaches out to local media to publicize the event. The organization invites members of the local community and local media to celebrate completion of the home. The event begins with the National Anthem and includes a few words from the builder, the primary build sponsor (if applicable), and Operation FINALLY HOME. Prominent members of the community are invited to speak, as appropriate. The family then receives the keys to their new home.

BY THE NUMBERS: SINCE 2005



INDIVIDUALS SERVED

712

191  
VETERANS  
SERVED

33

STATES  
REPRESENTED  
BY BUILDS  
COMPLETED  
OR IN PLANNING STAGES

275

PROJECTS COMPLETED  
OR IN PLANNING STAGES



BY THE NUMBERS: IN 2019

4

HOMES  
REMODELED

20

VETERANS SERVED

HOMES  
COMPLETED

16

52

CHILDREN  
& SPOUSES  
SERVED



DONATE NOW

Help us offer mortgage-free homes  
to our nation's heroes.

[OPERATIONFINALLYHOME.ORG/DONATE](https://OPERATIONFINALLYHOME.ORG/DONATE)



# JOSH FERGUSON

U.S. ARMY SERGEANT FIRST CLASS

The oldest of four children, U.S. Army SFC Josh Ferguson fell naturally into the role of a caretaker and protector. Wanting to devote his time and energy towards something, he enlisted in the Army in 1996.

He met his future wife, Danny, while he was stationed at Ft. Drum and they married in 2001. Throughout his military career, Josh deployed to Yugoslavia, Afghanistan and Iraq as a Fire Support Specialist.

Shortly after his return to Iraq in 2007, Josh's vehicle was hit by an explosively formed penetrator – a type of improved explosive device (IED). He sustained

injuries which left him with an above the knee amputation, shrapnel pitted over his body, a surgically repaired leg, deteriorated hips, Traumatic Brain Injury (TBI), Post-Traumatic Stress Disorder (PTSD) and more. His injuries sent him to Walter Reed Medical Center where he spent several years to address the physical changes to his body.

Joshua's military career continued as a wounded warrior. His service in the Wounded Warrior Brigade fulfilled his need to serve his county. Josh was honored with several awards such as the Purple Heart, Combat Action Badge, GWOT Service Medal, Iraq Campaign Medal and many more.

Josh, Danny and their three children enjoy outdoor activities, including hunting, fishing and hiking. Thanks to Operation FINALLY HOME, Craig Morgan and the Home Builders Association of Middle Tennessee, we are working towards providing the Ferguson family with a custom-built, mortgage-free home in Dickson County, Tennessee.



NASHVILLE, TN



COMPLETED 2019

## ASSETS

	2019	2018
Cash & Cash Equivalents	\$887,157	\$1,578,500
Investments	\$2,143,428	\$1,801,984
Accounts Receivable	\$142,160	\$49,211
Construction & Acquisition Costs for Veterans' Homes	\$503,645	\$790,174
Other Assets	\$1,800	\$10,362
Property & Equipment	\$174,450	\$114,133
<b>TOTAL ASSETS</b>	<b>\$3,852,640</b>	<b>\$4,344,364</b>

## LIABILITIES

	2019	2018
Accounts Payable	\$54,664	\$131,225
Accrued Expenses	\$100,033	\$14,731
Construction Commitment to Transfer Homes to Vets	\$503,645	\$790,174
Notes Payable	\$65,484	\$8,912
<b>TOTAL LIABILITIES</b>	<b>\$723,826</b>	<b>\$945,042</b>

## NET ASSETS

	2019	2018
Unrestricted Undesignated	\$996,309	\$431,553
Board Designated	\$2,132,505	\$2,967,769
<b>TOTAL NET ASSETS</b>	<b>\$3,128,814</b>	<b>\$3,399,322</b>

<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$3,852,640</b>	<b>\$4,344,364</b>
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# AUDITED FINANCIALS 2019

## SUPPORT & REVENUES

	2019	2018
Contributions	\$4,525,739	\$4,013,807
Contributed Materials and Services	\$1,162,465	\$804,296
Fundraising	\$388,960	\$435,100
Grants + Grants, Non-Cash	\$414,795	\$405,579
Other Revenues	\$276,849	\$41,965
<b>TOTAL SUPPORT &amp; REVENUES</b>	<b>\$6,768,808</b>	<b>\$5,700,747</b>

## EXPENSES

	2019	2018
Program Services	\$4,338,801	\$3,688,108
Management and General	\$570,434	\$563,255
Fundraising	\$2,130,081	\$1,465,573
<b>TOTAL EXPENSES</b>	<b>\$7,039,316</b>	<b>\$5,716,936</b>



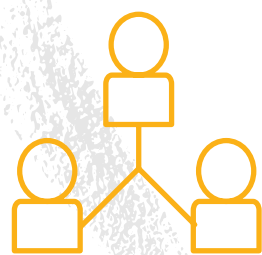
# JOURNEY TO HOME

Operation FINALLY HOME's program does not work without the passion and commitment from builders and sponsors who are dedicated to changing the life of one of America's wounded, ill, or injured heroes. The builder is the driving force in completing a project, responsible for all facets of building the home. The sponsors help alleviate some of the financial burdens and often assist with key pillar events. This is a challenge and a serious commitment. The builder(s) in partnership with Operation FINALLY HOME will undertake all that is necessary to complete a build. The goal is to finish the project at no cost (including money raised or contributed for a special project). Each build is unique and every builder may work differently with the homeowner, subs, suppliers, and other partners and with preferred processes necessary in successfully building a custom home. Here's a snapshot of our process:



## STEP 1 ENLIST BUILDER

1. Gain commitment from builder to lead project
2. Gain general understanding of plan and/or location builder has in mind
3. Estimate cost per square foot



## STEP 2 SELECT FAMILY

1. Identification and vetting
2. Family Needs Assessment provided to team



## STEP 3 SELECT LOCATION

1. Refer to Family Needs Assessment
2. Determined by builder with Operation FINALLY HOME

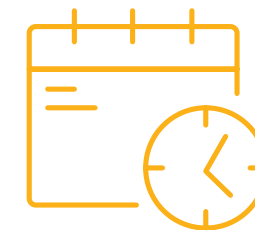


## STEP 4 FINALIZE PLAN

1. Incorporate Family Needs Assessment
2. If VA/SAH Grant eligible:
  - a. Must follow VA/SAH guidelines
  - b. Determine Minimum Property Requirements (MPRs) that can be waived by veteran

## STEP 5 FINALIZE BUDGET

1. Conduct Town Hall Meeting
2. Determine how donation shortfalls will be funded
3. Operation FINALLY HOME approval for any funding needs



## STEP 6 ESTABLISH & EXECUTE PILLAR EVENTS

1. Surprise
2. Groundbreaking
3. Notes of Love
4. Dedication Ceremony

# FUNDRAISERS & SPONSORSHIPS

## FUNDRAISING

Given the current Operation FINALLY HOME projects and the opportunity for many more, fundraising is, and will continue to be, an important aspect of what Operation FINALLY HOME does in meeting our mission of providing custom-built, mortgage-free homes to America's military heroes. Operation FINALLY HOME maintains a nonprofit 501(c)(3) status to allow for tax-deductible contributions.

## LOCAL FUNDRAISING EVENTS

Local fundraising events, along with local build projects, are at the heart of what Operation FINALLY HOME does. In addition to helping raise funds for specific local builds, these events allow us to market and promote the build, as well as to provide volunteer opportunities for those not directly involved in constructing the home. They are also an opportunity to recognize the builder and sponsor and to promote the mission of Operation FINALLY HOME. These events can include golf tournaments, fishing tournaments, skeet shoots, and concerts. In many cases, we hope to establish these local fundraising events as annual events, with the first event supporting the local build and subsequent events supporting other Operation FINALLY HOME projects around the country. This will help further strengthen the community by allowing them to have an impact not only locally, but across the nation.

## CUSTOM-BUILT, MORTGAGE-FREE HOMES AND HOME MODIFICATIONS FOR AMERICA'S MILITARY HEROES.

## PRIMARY HOME SPONSORS

In the case that a company is the primary home sponsor for a particular project, there are several functions and activities that the company will participate in throughout the build process. Primary home sponsors typically take on the responsibility for planning and hosting any fundraising events that will be used to cover construction costs and will work with Operation FINALLY HOME to approve these events. They will also be involved in the Town Hall meeting, Surprise announcement, Groundbreaking, and Dedication ceremonies, as well as promoting the project throughout construction.

## CORPORATE SPONSORSHIPS

Corporate sponsorships are essential to the functioning of Operation FINALLY HOME, and there are several ways that sponsors can help. In some cases, companies become primary home sponsors, providing monetary donations to cover the entire cost of a specific project. In other cases, sponsors can contribute to projects either through monetary donations to the Operation FINALLY HOME general fund or through donations of building materials and/or labor. In either case, these sponsors provide invaluable resources that allow us to meet our mission.

## SIGNATURE FUNDRAISING EVENTS

With the many relationships that Operation FINALLY HOME has developed since 2005, we have had the opportunity to hold signature fundraising events across the country. In 2019, Craig Morgan continued his support as an Operation FINALLY HOME ambassador with his support at private events as well as his close involvement with U.S. Army SFC Joshua Ferguson project in Nashville. Other signature fundraising events include annual skeet shoots, golf tournaments and many others which are instrumental in meeting our mission of providing custom-built, mortgage-free homes and home modifications to America's military heroes.



# A PLACE TO CALL HOME

Operation FINALLY HOME provides mortgage-free homes and home modifications to service members and their families who have become wounded, ill, or injured as a result of their service in the defense of our country. With advancements in combat trauma medicine as well as medicine in general, more than ever before, our servicemen and women are coming home wounded and disabled.

Given the nature of current military campaigns, today's seriously injured are experiencing severe burns and/or the loss of limbs as well as Post-Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI). Statistics show over 50,000 troops have been wounded and over 435,000 servicemen and women are suffering from PTSD and TBI sustained from their service in Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), and Operation New Dawn (OND).

The support from Operation FINALLY HOME has primarily been to those wounded, ill, or injured service members returning from the current campaigns, but we also support any and all service members regardless of the campaign in which they served.



CLAREMORE, OK



COMPLETED 2019

## WILLIAM LENARD

U.S. MARINE CORPS SERGEANT

Growing up in Oklahoma, U.S. Marine Corps Sgt. William Lenard joined the United States Marine Corps in October of 2002 following 9/11 as an Infantry Rifleman. While completing three tours in Iraq, between 2003 and 2006, William served on the front lines in several high-profile firefights.

While deployed, William and his company were involved in the initial invasion through Baghdad along with his unit and played a role in Operation Phantom Fury, "The Battle for Fallujah." William earned his first Purple Heart during this time and then two additional Purple Hearts in the following two months. During his last deployment, William was involved in locating and destroying terrorist training strongholds throughout Iraq. He suffered gunshot and shrapnel

wounds and witnessed several men lose their lives during these battles. He was honorably discharged in October of 2006 and returning to normal life was not easy for him, as he still faces challenges today.

In addition to his three Purple Hearts, he has also been awarded the Combat Action Ribbon, Iraq Campaign Medal, Navy and Marine Corps Commendation Medal with combat "V" for valor, plus many other recognitions. William suffers from Post-Traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI) and Tinnitus and still has shrapnel in his face.

William continues to serve as a firefighter while also owning a small business. His wife, Kara, runs the Claremore Market, a farm-to-table market. Together, they share six children including a daughter whom the couple recently obtained guardianship. The Lenard family lives in Claremore, Oklahoma, are members of Church on the Move in Tulsa, and enjoy spending time together outdoors, especially on the lake. In their spare time, William, Kara and their six children enjoy sports and spending time at the beach.





## MATTHEW WEISE

### U.S. ARMY SERGEANT FIRST CLASS

U.S. Army SFC Matthew Weise joined the army two weeks after graduating high school in Stone Mountain, GA. He dedicated more than 15 years of his life to serving his country with six deployments, including Afghanistan and Iraq.

Matthew was injured during three of his combat tours. His first injury was caused when insurgents dropped mortar bombs on the building he was in, and again when his truck drove over an underbelly improvised explosive device (IED) that knocked him unconscious. His third major injury occurred in Afghanistan when he stepped on a dismounted IED.

Matthew suffers from Post-Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI), as well as depression, migraines and vertigo along with seizures, and neck, knee, wrist and back problems. His injuries, both mental and physical, are severe, and he describes himself as a “changed person” since medical retirement. His pain affects him daily, and he is unable to participate in many activities he used to enjoy. However, Matthew says he is looking to the future, and he loves doing volunteer work.

Matthew was presented with many honors for his service including two Purple Heart Medals, two Bronze Star Medals, two Valorous Unit Awards, Combat Infantryman Badge plus many more.



SUMMERVILLE, SC



COMPLETED 2019

## MANAGEMENT TEAM

**Dan Wallrath**  
Founder

**Russell L. Carroll**  
Executive Director

**Molly Halliday**  
Senior Vice President  
Marketing and  
Project Management

**Lee Kirgan**  
Management  
Vice President Project

**Ashleigh Chesser**  
Director of Administration  
and Controller

**Katie Herries**  
Director of Donor Engagement

## BOARD OF DIRECTORS

**Dan Wallrath**  
Co-Chairman of the Board

**Carol Wallrath**  
Co-Founder and Board Member

**Aaron Wallrath**  
Co-Chairman of the Board  
*Aaron Wallrath Custom Homes*

**Major General  
Jerry D. Icenhower**  
Vice-Chairman of the Board  
*U.S. Army Reserves (Ret)*

**Charles Arnold**  
Board Secretary

**Terry A. Collins**  
Board Treasurer  
*Dynamic Builders*

**Gary Henley**  
Board Member  
*Henley Homes, Inc.*

**Lana Henley**  
Board Member  
*Henley Homes, Inc.*

**Dr. Larry-Adams  
Thompson**  
Board Member  
*U.S. Army (ret.)*

**Ken Smith**  
Board Member

**Toni Collett**  
Board Member  
*Hurricane Construction*

**Rusty Carroll**  
Executive Director  
*Non-Voting*

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