EMPOWERED
connect | educate | advocate | collaborate

STATE OF THE ORGANIZATION
An Invitation to Empower Veterans, Families and Caregivers

Empowered veterans are the ones who have the confidence, knowledge and access to resources that will help them achieve the quality of life they deserve.

Educating and advocating for veterans, their families and caregivers to accomplish this requires us, as a nation, to go beyond simply providing services. We need to actively listen to veterans and ensure they have the tools to proactively build their preferred life. The vast majority of veterans already know what they want, they simply need an opportunity to achieve it.

I understand what it means to be an empowered veteran. I served as an Air Force Officer and Flight Nurse for 22 years, including nine combat deployments in conflicts such as Desert Storm, Somalia, Haiti, Iraq and Afghanistan. I retired as the Deputy Command Surgeon for United States Special Operations Command (USSOCOM) and then founded the USSOCOM Care Coalition, an advocacy organization that acted under the Department of Defense. The coalition has been recognized as the gold standard in supporting wounded, ill or injured special operations service members along with their families and caregivers.

After leaving the military, I soon realized that there was no community-based equivalent of the USSOCOM Care Coalition, which left significant disconnects between national resources and the local organizations accessible to veterans. This problem was compounded by the fact that many communities did not even know how to connect with local veterans in the first place.

To bridge these gaps, I took what I learned at the USSOCOM Care Coalition and worked with the America’s Warrior Partnership team to create a framework that civic leaders across the country could implement within their own communities. This framework became the Community Integration service model, which empowers communities with the tools, resources and partnerships they need to create and execute a customized program that is responsive to local veterans.

One of our goals at America’s Warrior Partnership is to bring this service model to as many communities as possible. Since 2014, we have impacted more than 47,000 veterans across the country. Our efforts have expanded to several other initiatives, including development of an information system that supports case management and referral processes, the launch of the first community-based research study on suicide prevention, designing corporate programs to improve the hiring and retention of veterans in the workplace, and much more.

Throughout all of this growth, we never lost sight of our core mission – empowering communities to empower veterans. I invite you to join us in effectively empowering the veterans, families and caregivers of today, as well as tomorrow.

Respectfully,
Jim Lorraine
President & CEO, America’s Warrior Partnership
OUR MISSION:
Empowering Communities To Empower Veterans

Our approach to accomplishing this mission takes many forms, as you will see throughout this report, but it all starts with connecting community organizations with local veterans to understand their unique situations.

With this knowledge in mind, we then connect organizations with the right resources, services and partners that will drive effective support for veterans, family members and caregivers at every stage of their lives.

The four words you can use to remember our approach are: Connect, Educate, Advocate and Collaborate.

Connect refers to connecting veterans with available services, or connecting communities with the tools and insights they need to support veterans.

Educate means informing veterans of the opportunities available to them, as well as educating nonveterans about the value that veterans bring to communities.

Advocate refers to raising awareness of the unique challenges veterans may face in the community, or advocating for the allocation of more resources to support veterans.

Collaborate is an all-encompassing term that facilitates opportunities for veterans, businesses, civic leaders and other community members to work together.

Our programs, projects and initiatives revolve around these four actions, and it all ties back to our ultimate goal: creating a better quality of life for all veterans by empowering local communities to proactively and holistically serve them.
# OUR IMPACT

## METRICS

Total Warriors Served in 2018 **increased 13%** (with a 19% increase in 9/11 vets served) since last year

<table>
<thead>
<tr>
<th>Metric</th>
<th>Number</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Warriors Served in 2018</td>
<td>8,345</td>
<td>(5,678 were post-9/11)</td>
</tr>
<tr>
<td>Education Cases Successfully Closed</td>
<td>141</td>
<td>(104 post-9/11)</td>
</tr>
<tr>
<td>Homeless Cases Successfully Closed</td>
<td>98</td>
<td>(55 post-9/11)</td>
</tr>
<tr>
<td>Employment Cases Successfully Closed</td>
<td>380</td>
<td>(279 post-9/11)</td>
</tr>
<tr>
<td>Cases Enrolled for VA Benefits</td>
<td>1,660</td>
<td></td>
</tr>
<tr>
<td>Cases Enrolled in VA Healthcare</td>
<td>2,260</td>
<td>91% eligible were successfully enrolled</td>
</tr>
</tbody>
</table>

## AFFILIATES

From our 2018 Annual Partners Survey:

100% are extremely satisfied, very satisfied, satisfied, or neutral with America’s Warrior Partnership’s support of their community.

100% are extremely satisfied, very satisfied, satisfied, or neutral with America’s Warrior Partnership’s overall.

83.3% feel their communities holistic care has improved since working with America’s Warrior Partnership.

83.3% feel their communication among community partners has improved since working with America’s Warrior Partnership.

85.7% feel it is easy to communicate with America’s Warrior Partnership team members.

100% of those that reached out to America’s Warrior Partnership received a response within 1 day.

100% are extremely satisfied, very satisfied, satisfied, or neutral with America’s Warrior Partnership’s support of their community.

85.7% feel it is easy to communicate with America’s Warrior Partnership team members.

83.3% feel their communication among community partners has improved since working with America’s Warrior Partnership.

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United States Map with the projected reach of The Network.
The Community Integration service model is the cornerstone of America’s Warrior Partnership’s mission. The service model’s emphasis on proactive, holistic support has been taken to heart by many of our partners and affiliate communities across the country.

Such is the case with our affiliate in Orange County, California: the Tierney Center for Veteran Services, which provides holistic support to all veterans as they transition to civilian life. Recently, the center received a referral to assist a post-9/11 Army veteran named M. Salazar, who was unemployed and looking for assistance securing a new job. After serving in Germany as an administrative specialist, she and her husband, a fellow Army veteran, moved into her father’s home in Orange County.

The two main challenges that Ms. Salazar faced in her job search centered on resumes and interviews. With two Masters degrees and a law degree, many potential employers viewed her as over-educated for open positions. Additionally, her shy personality negatively impacted her performance during interviews. When she arrived at the Tierney Center for Veteran Services, she had already participated in dozens of interviews without securing a job, which was causing her outlook for the future to decline.

The Tierney Center for Veteran Services, which is part of the Goodwill of Orange County, applies a one-size-fits-one approach to serving veterans that takes into account their unique circumstances. In Ms. Salazar’s case, the team provided a holistic level of support that would empower her with the means to improve her job prospects. They began with one-on-one skills training to help Ms. Salazar rewrite her resume so that it would align with the qualifications expected by potential employers. The training took Ms. Salazar’s education and experience into account, as well as her aspirations for potential careers.

After helping Ms. Salazar refine her resume, the Tierney Center turned to her interview skills. The team’s holistic approach shined through again in their solution to this challenge. While conducting mock interviews with Ms. Salazar, the team asked her husband to participate so he could help her practice at home. Additionally, Ms. Salazar and her husband were invited to attend local business networking events for veterans. Along with providing the opportunity to put her new skills into practice and overcome her shyness, the events also enabled Ms. Salazar and her husband to meet and connect with fellow veterans in the area.

With an updated resume and improved interviewing skills, Ms. Salazar eventually grew confident in her ability to secure employment. She soon started an internship with a local government agency, and she has plans to continue exploring potential job opportunities while working towards the possibility of transitioning her internship into a full-time position.

Without the holistic and inclusive services provided by a local group such as the Tierney Center for Veteran Services, Ms. Salazar likely would have continued to have a difficult time finding employment. Instead, she has been empowered with the skills and opportunities to improve her career prospects, which has ultimately led to greater confidence in herself and a positive outlook for her family’s future.
STORIES OF US

Sandra & Dwayne
Sandra is the daughter and caregiver of a pre-9/11 veteran. Her father, Dwayne, served proudly as a Marine and in the Army Reserves, where he was eventually medically discharged.

When America’s Warrior Partnership’s Corporate Veteran Initiative team initially met Sandra at her workplace, she did not need any assistance. A month later, however, Sandra started planning a family trip to Disney World and came across a need for assistance with her father’s care while they were on vacation. Dwayne did not want to be a burden to his daughter during the trip and was contemplating not going when Sandra reached out to America’s Warrior Partnership for assistance. America’s Warrior Partnership worked with Sandra and a local organization called Right at Home in Orlando, FL, to ensure Dwayne received the support he needed each morning during the trip. Dwayne and Sandra were so happy they could get the home health support they needed each day. The family was empowered to have the trip they deserved and had a great time making memories together at Disney World.

Warren
Warren is a Post-Vietnam veteran who works at AGS. He served 3 years in the military and was honorably discharged from the Army as a First Lieutenant. During an on-site office visit with America’s Warrior Partnership’s Corporate Veteran Initiative team, Warren requested assistance finding and connecting with volunteer opportunities in his local community.

America’s Warrior Partnership connected Warren to Team Rubicon, a national partner with a focus on connecting veterans to disaster relief volunteer opportunities across the US. Warren was also connected to The Mission Continues, another national partner, that connects veterans to volunteer opportunities within their community. Opportunities can range from participating in a day of service to leading a volunteer platoon on a community project.

Warren signed up with Team Rubicon after receiving the information America’s Warrior Partnership provided. America’s Warrior Partnership will continue to engage Warren to ensure he remains empowered through his volunteer work.

Susan
Susan is a post-911 honorably discharged Army veteran. She was a nurse in the Army and now works as a nurse at a local hospital. She was referred to The Network by her employer for assistance with paying two missed car payments to prevent her repossessed vehicle from being sold at auction.

Susan had had a rough year. Her parents were sick and she traveled often to take care of them. In addition, her emotional support animal fell ill which resulted in extensive medical bills. These unexpected expenses took a toll on Susan’s monthly income and she fell behind on her car payment. Her car was repossessed, and she needed to come up with over $2,535 to prevent it from being sold at auction. She had $1,000 that she could pay but that was not enough, and the fees continued to increase the longer the car was held. The Network coordinated a plan between two national partners who agreed to work together to pay the fees that Susan needed in addition to her own contribution. Susan’s friends were glad to drive her to the vehicle auction site 3 hours away to pick up the car. Today, Susan is empowered to live her best life without the threat of her car being sold. She recently sent an email to thank The Network: “A huge thank you for all you did to help me get my car back. You are amazing.”
FINANCIALS

Total expenses for 2018
$3,356,821.21

$193,807.10
Fundraising

$3,028,021.07
Program

$134,993.04
Administration

WHAT’S AHEAD

Corporate Veteran Initiative (CVI)

With its official launch coming in 2019, the Corporate Veteran Initiative (CVI) is the latest program from America’s Warrior Partnership. In its first year and a half, we project that:

- The CVI will be operational in two major U.S. locations.
- The CVI’s Assessment Package will be implemented within 12 companies to provide tailored insights on improving the recruitment and retention of veteran employees.
- The full three phases of the CVI (Assess, Serve, Retain) will be initiated within four companies, creating a customized program within each organization that provides quality-of-life improvements to veteran employees.
  a. Project cost estimated at $25,000 to $100,000 per company. (Note: cost varies depending on the number of employees and number of locations.)
- The CVI Implementation Playbook will be published to empower businesses with guidance on creating a veteran-friendly workplace culture.
  a. Publication cost estimated at $20,000.

Operation Deep Dive

Operation Deep Dive, the first-of-its-kind study examining the community factors that impact suicide and self-harm among veterans, is in the middle of its four-year duration with a project completion date of late 2021. In 2019, we project that:

- The study will determine the precise number of veteran deaths by suicide or self-harm in the 14 participating communities.
- The study will begin identifying local and national patterns related to deaths by suicide based on veterans’ demographics, service history and more.
  a. This data will provide a clear picture of what the suicide epidemic looks like in each community, along with where there are differences and similarities across the nation.
- The study will contribute to the creation of an evidence-based prevention and intervention program that creates a better quality of life for all veterans in the communities where they live.
  a. The goal is to empower communities with guidelines that ensure no local veteran ever reaches a point when they feel like they have no other option except to take their own life.

WarriorServe®

WarriorServe® is a technology solution developed by America’s Warrior Partnership to help veteran-serving organizations streamline data collection and coordinate services between partner organizations. The latest version of the platform, WarriorServe® v4.0, is set to launch in late 2019 with new functionalities providing seamless access to data, dashboards and available resources in real time. Updates will include:

- A comprehensive resource directory based on the 211 Taxonomy.
- New features to support daily tasks such as resource ratings, case-close surveys, and volunteer and donor management.
- Communication tools, such as a client portal, live agent support and telephony capabilities.

The Network

The Network links community organizations with resources, connections and expertise from across the country to ensure they are empowered to support local veterans, families and caregivers. Over the next year, we project that:

- The Network will successfully resolve up to 85% of the community group/partner cases referred to it by bringing cases to national partners.
- Our team will increase the number of community organizations participating in The Network.
- Our team will expand relationships with national Veteran Service Organizations (VSOs) recognized by the VA.
- Our team will launch a series of webinars and Facebook live events to increase engagement among Network participants.
- The Network will maintain a growing resource directory containing a local veteran serving organization point of contact, a list of local community resources for veterans, and veteran demographics for each of the 3,143 counties in the United States of America.

For every $1 spent...

- 90.2¢ goes directly to programs and service
- 5.8¢ is used to raise funds to support our mission and create awareness
- 4¢ supports operations

*Financial information is presented before undergoing regularly scheduled audit


correction:1

STATE OF THE ORGANIZATION

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The Home Depot Foundation
The Loftus Family Foundation
The Marcus Foundation
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Thomas Riley Strategies
TriWest
TriWest Healthcare Alliance
UBS
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USAA
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Wounded Warrior Project
X Lipton
Yontz Valor Foundation

THANK YOU | YOUR SUPPORT EMPOWERS

FY2018 SUPPORTERS

AMERICA’S WARRIOR PARTNERSHIP

STATE OF THE ORGANIZATION
JOIN THE MISSION

Together we can do so much more. You can empower service members, veterans, their families, and caregivers with the quality of life they deserve in order to thrive in their communities.

DONATE. When you support America’s Warrior Partnership, you help build a network of holistic support that empowers our nation’s military, veterans, their families and caregivers. Explore all the ways to give at americaswarriorpartnership.org/donate/

SPONSOR. From a community affiliate, the Annual Warrior Symposium or a tailored sponsorship option for your organization, we will work with you to best demonstrate your corporate responsibility.

VOLUNTEER. We are always looking for awesome volunteers to support our events and programs, even if only for a few hours.

PARTNER with us. We are always open to collaborating with new national and community partners in further empowering military, veterans, their families, caregivers with the highest level of support possible.

LIKE us. On Facebook and follow us on Twitter and Instagram @AWPartnership to stay up to date with our latest news, photos and #empoweredveteran features.

For more ways to get involved, email our Director of Development and Marketing, Lori Noonan, at LNoonan@americaswarriorpartnership.org or call her at (706) 524-2821

AMERICA’S WARRIOR PARTNERSHIP